JOB SATISFACTION LEVEL IN BANKING INDUSTRY WITH SPECIAL REFERENCE TO JHANSI

Thesis submitted for the award of
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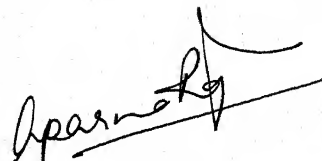# Institute of Tourism and Hotel Management

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Certificate

This is to certify that the material embodied in the present study entitled "JOB SATISFACTION LEVEL IN BANKING INDUSTRY WITH SPECIAL REFERENCE TO JHANSI REGION" carried out by Mamta Gaur, Lecturer, Institute of Economics and Finance, Bundelkhand University, is her own original research work under my supervision.   The contributions by various sources have been duly acknowledged.

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Mamta Gaur
07/10/03

II

PREFACE

" I got a bad rating because my manager does not like me".

" No one evertold me I was supposed to do that………". Why.

" Should I care about discipline... no one ever notices anyway".

" I deserve that promotion……………and didn 't get it".

"The working hours are too long and tiring … but work has to completed".

If the organizations had ever heard any of the complaints from its employees (managers and subordinates) it needs to find out the causes and factors of Job Satisfaction and ways ,means and measures to increase the level of Job Satisfactionm. One of the tools of providing satisfaction to employees is fair /unbiased "PERFORMANCE APPRAISAL SYSTEM" " TIMELY RECOGNITION" "FAMILY FRIENDLY WORK PLACE" and many more to be dicussed.

A satisfied employee is is an integral link in the chain of

effeiciency and effcetiveness of managerial and supervisory operations in the organizations . Satisfied employees are the all powerful instruments directing and motivating individuals who are ultimately responsible for ecumenical organisation . If Performance of the the Performance Appraisal System works right leadsing to satisfied , motivated , self directed and self controlled employees, the benefits are impressive-in terms of customer care relations ,achievement of set target , reduced absenteeism and increased turnover.......

" Satisfied employees get the rewards they deserve" . "Struggling workers start perform up to speed...... persistent satisfaction problems are resolved and every employee receives a powerful motivation on the feeling that they are being treated properly than others in similar type of organization, increasing their satisfaction level , their contribution counts to the organization so that it can withstand in the present competittive scenario .

The first chapter of the study , **INTRODUCTION TO JOB SATISFACTION** ,is the introductory chapter emphasising on the conceptual meaning of the term JOB SATISFACTION. The

first chapter has been divided into six sections . The first section deals with meaning ,concept and nature of the Job Satisfaction. The second section deals with the definitions of Job Satisfaction. The third section deals with various theories & approaches to job satisfaction. The fourth section deals with Importance of job satisfaction. The fifth section deals with consequences of job dissatisfaction/ satisfaction. The sixth section deals with literature survey of the preliminary work done on similar topic of Job Satisfaction.

The   second chapter of the study , **FACTORS OF JOB SATISFACTION**   ,is evaluatory chapter stressing on the various factors which influence the level of Job Satisfaction in human beings. The second chapter has been divided into four sections .The first section deals with various factors of job satisfaction such as pshycological factors,environmental factors, technical factors, individual factors and etc. The second section deals with measurement of job satisfaction. The third section deals with relationship between satisfaction and it' derivatives . The fourth section deals with ways and measures of increasing job satisfaction.

The third chapter of the study ,**RESEARCH DESIGN**, consists of research design of the work carried out during perod of the study. The third chapter has been divided into five sections . The first section deals with the objectives of the research work. The second section deals with the nature of the research . The third section deals with sources and methods of data collection . The fourth section deals with design of sample. The fifth section deals with the period of study.

The fourth chapter of the study , **BANKING INDUSTRY IN INDIA**   , is again descriptive chapter . This chapter has been divided into three sections .The first section deals with History and Evolution Of Banking In India   . The second section deals with Structure Of Banks In India . The third section deals with Impact Of LPG On Banking Industry In India.

The   fifth chapter of the study , HUMAN RRSOURCE MANAGEMENT IN BANKS,is   the   conceptual   and   practical chapter , emphasising on the conceptual and practical practices regarding human resource management in the banks. The fifth chapter has been divided into three sections . The first section deals with Employment Relations in the banking industry. The

second section deals with the Role Of Management in banking industry. The third section deals with HRD Practices and Role of Information Technology being practised in the banking industry. The sixth chapter of the study , PROFILE OF BANKS IN JHANSI,is the introductory chapter emphasising on the Jhansi city ,role of Reserve Bank of India and banks in Jhansi.

The seventh chapter of the study , FINDINGS AND ANALYSIS, is the dioganostic chapter emphasising on the findings and analysis of the survey. The seventh chapter has been divided into two sections . The first section deals with graphical representation of the findings of the survey. The second section deals with the theoretical analysis of the graphical representation of the findings.

The eight chapter of the study , CONCLUSION & SUGGESTIONS , is the concluding chapter of the findings and suggestions. The eight chapter has been divided into two sections . The first section deals with conclusion of the findings. The second section deals with the suggestions that can act as measures in order to increase the Job Satisfaction Level of employees in Banking Industry.

It is important to project yourself as you are. Do not wear another mask. It is a must to explore the real person within you. This will help you realise your strengths and weakness. Be bold, frank, honest and truthful. It will help others know you better. And you can create a good image of yourself, remain unique from others.So that you are identified even in a large crowd.

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6. Literature Survey

1. CONCEPT OF JOB SATISFACTION

A major part of man's life is spent in work, which is a social reality, and social expectation even then only economic motive has never satisfied men. It is always of greater interest to know why men work and at which level and how he/she is satisfied with the job. Studies on Job Satisfaction has observed that Job Satisfaction is a combination of psychological, physiological and environmental circumstances that may lead to individual's satisfaction or dissatisfaction with their job. Such a description may indicate the variety of variables influencing the satisfaction of the individual but not about the nature of job satisfaction. The degree of satisfaction can be determined by the ratio between what one has and what one want. By law of nature as we have more, we want more; hence the level of satisfaction remains less.

Job satisfaction is difficult to define because it is an intangible, unseen, unobserved variable and a complex assemblage of cognitions (beliefs or knowledge) and emotional feelings (sentiments or evaluations) and behavioral tendencies. Job satisfaction may be viewed as the pleasurable emotional state resulting from the perception of one's job, as job values provided may be compatible with one's needs. Job satisfaction is the persistent feeling towards discriminable aspects of the job situation. E.A. Locke[1] admits that job satisfaction and job dissatisfaction are seen as functions of perceived relationship between what one wants from one job and what one perceives it as offering or entailing.

Job satisfaction is dynamic, as it can go as quickly as it comes.[2] Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experience. Hence Human Resource Management has achieved a pivotal position in Management. The manger's job is actuating—which is getting the members of the organization to work together more efficiently to enjoy their work to develop their skills and abilities and to induce high level of Job Satisfaction. Job satisfaction is perhaps the major area where academicians are trying to define, identify, and measure, the industrialists are seeking it, and government is enthusiastically supporting it. It is reported that in 1970 it was estimated that there were over five thousand articles published on the job satisfaction, such is the importance of the 'concept'.

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[1] E.A. Locke," The Nature and Cause of Job Satisfaction ", in M.D. Dunnette (ed.), Handbook of Industrial And Organizational Psychology, Chicago: and McNally, 1976,p.1300.
[2] Keith Davis and J.W. Newstrom, Human Behavior at Work Organizational Behavior, New York: McGraw-Hill, 1989,p.177.

Nature of Job Satisfaction

Job satisfaction is an integral component of organizational climate and an important element in management-employee relationship.[3] Job satisfaction, in simple words, is an individual's emotional reaction to the job itself. The management philosophy has undergone a tremendous revival to the extent that from top management to bottom level is now concerned with Human Resource Management and their level of Job Satisfaction.

In short it can be said that, *job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization*. Considering that people spend roughly one-third of their-lives at work, and that what we do to earn a living represents a central aspect of how we think of ourselves as individuals, such strong feelings should not be surprising. Formally, we may define *job satisfaction as individuals' cognitive, affective, and evaluative reactions toward their jobs.*

Perhaps, one way to *define job satisfaction may be to say that it is the end state of feeling*. The word "end" emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place whether it is a highly individualistic effort of writing a book or a collective endeavor of constructing a dam. These tasks / activities could be very minute or large, observable or experienced but in all cases they have to satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the efforts of the individual on one hand and on the other the situational opportunities available to them.

As a result the scope of HRM lies as it develops cordial relationship between workers and management, develops or create situations in organizations for the employees to enjoy their work and gain substantial Job Satisfaction and also to gain employees sense of accomplishments through their work. It also leads to organizational efficiency, workers productivity and management gets enlightened workforce. A good HRM policy would improve the possibility for industrial peace, which is badly needed in India now a day.

Taking a closer look at job satisfaction, several major issues are to be addressed. For example, we will consider how job satisfaction is measured, a key issue involved in assessing this concept. We also will describe various theories of job satisfaction, systematic attempts to address how the process of job satisfaction works. Following this, we will review the major factors that are responsible for making people satisfied or dissatisfied with their jobs. Then, finally, we will consider the principal effects of job satisfaction on various aspects of organizational behavior.

In order to understand job satisfaction, perhaps, the first step should be to demarcate the boundaries among such terms as **attitude, motivation, and morale**. Motivation implies the willingness to work or produce. A person may be talented and equipped

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[3] Jit S. Chandan, Organizational Behavior, Vikas Publishing House PVT LTD; p.87.

with all kinds of abilities and skills but may have no will to work. Satisfaction, on the other hand, implies a positive emotional state, which may be totally unrelated to productivity. A closer analysis reveals that they measure two different anchor points; attitudes are predispositions that make the individuals behave in a characteristic they are precursors to behavior and determine its intensity and direction while Job satisfaction is an end-state of feeling, which may influence subsequent behavior. In this respect job attitudes and job satisfaction may have something in common.

According to Vroom[4] Job Satisfaction is a *nebulous concept*, when any individual joins an organization and carries out his duties, and assigned work he wants to satisfy his all kinds of needs whether it is economic, social and psychological needs. When an employee does not feel satisfied with his job, negative attitudes towards the work may develop in his mind. This way, he finds oneself unable in concentrating at the work. He will contribute best of his efforts to the best of his efficiency and capability towards the achievement of the predetermined objectives of the enterprise or organization. It can be said that Job Satisfaction is set of *favorable or unfavorable feelings* with which employees view their jobs, more specifically the nature of jobs they do, the quality of supervision they receive, co-worker's pay and perks and promotional avenues. It affects job performance, employee's turnover, and absenteeism. High job satisfaction results into high work performance, less employee turnover and less absenteeism.

Often job satisfaction and work motivation are treated as one, however job satisfaction is concerned with feelings one has towards the job, and work motivation is concerned with the behaviors that occur on the job. Job Satisfaction therefore is a specific subset of attitudes. Employee feels satisfied and happy while working on the job or after completing jobs. They develop some general attitude while they interact with each other, with the general public, customers, managers, and administration and also with the members of their societies. Employees may also feel fully satisfied, moderately satisfied or highly satisfied. Similarly they may also develop negative attitudes on the satisfaction scale. Task varieties, significance and characteristics are the important factors for providing Job Satisfaction to employees. Sometimes the employee's perception may not be in consonance with reality it may be a myth. However, cognitive satisfaction is the most important factor to understand employee's Job Satisfaction.[5] The group generates industrial morale by accepting group of employees through adherence to common goals. Managers need to pay attention to Job Satisfaction constantly[6].

Job Satisfaction may refer to either a person or group of people. Job Satisfaction is important for the study of human behavior because it represents general human conditions. It requires attention, diagnosis, and treatment, just as health does. It is part of life satisfaction. The nature of one's environment of job does affect one's feelings on the job. The result of various studies and experiments is that *satisfaction arises from a complex set of circumstances in the same way as that motivation does*. There are only few easy paths to better Job Satisfaction or to better motivation.

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[4] Victor H. Vroom, "Work and Motivation", New Delhi: Wiley Eastern Limited, 1978,p.99.
[5] M.L. Blum and J.C. Naylor, *Industrial Psychology,* New York; Harper and Row, 1968,p.275.
[6] Davis Keith and Newstrom J.W., Human Behavior at Work Organizational Behavior, New York: McGraw-Hill, 1989,p.177

Discussing the implications of the Hawthorne findings for managers, it was observed that the factors which make for efficiency in a business organization are not necessary the same as those that make for happiness, collaboration, team work, morale or any other work which may be used to refer cooperative situations'[7]. As a result Job Satisfaction has become an integral component of organizational health and an important element in management – worker relationship. A satisfied employee proves to be an asset for the organization. Many factors affect Job Satisfaction, such as wages or salary, status or designation, working conditions and environment, family problems, efficiency and effectiveness of the employees, interest in the work, promotion policy, grievance handling machinery, performance appraisal method, training and Human Relations in Industries etc.[8]

There's a huge distinction between "meaningful work" and "job satisfaction as "satisfaction" looks and feels like conformance to standards. In a meaningful workplace, it's less about needs and expectations -- and more about hopes and dreams and fulfillment. These are the places where Mondays look like most organizations' Fridays. Job Satisfaction is good not only for employees but for employers too as it increases productivity and decreases staff turnover.

[7] Robbins Stephen P, *Organizational Behavior,* New Delhi; Prentice Hall of India, 1989, p. 121
[8] Elton Mayo. *The Social Problem, of all Industrial Civilization* (Boston: Harvard University. Graduate

2. DEFINITIONS OF JOB SATISFACTION

Job Satisfaction is a set of favorable or unfavorable feelings with which employees view their jobs, more specifically the nature of job they do, the quality of supervision they receive, co-workers pay and perks and promotional avenue. It is essential to highlight the important *aspects* of Job Satisfaction before giving the definitions. The three main aspects of Job Satisfaction are

1. Job Satisfaction refers to *one's feeling towards one's job.* It can only be inferred but not seen.

2. Job Satisfaction is often *determined by how well outcomes meet or exceed expectations.* Satisfaction in one's Job means increased commitment in the fulfillment of formal requirements. There is greater willingness to invest personal energy and time in Job performance.

3. The terms *Job Satisfaction and Job attitudes are typically used interchangeably.* Both refer to effective orientations on the part of individuals and their work roles, which they are presently occupying. Positive attitudes towards the job are conceptually equivalent to Job Satisfaction and negative attitudes towards the job indicate Job Dissatisfaction[9].

Some prominent definitions of Job Satisfaction are as follows

a. Job Satisfaction is regarded as the composite of attitudes of individual employees towards their jobs and the relationship they create[10]

b. Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's Job or job experience[11].

c. Job Satisfaction can be defined as the extent of positive feelings or attitudes that individuals have towards their jobs. When a person says that he has high Job Satisfaction. It means that he really likes his job, feels good about it and values his job highly.

d. Job Satisfaction will be defined as the amount of overall positive effect (feelings) that individuals have towards their Jobs[12].

e. Job Satisfaction can also be defined as reintegration of affect produced by individuals' perception of fulfillment of his needs in relation to his work and his situations surrounding it.

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[9] Vroom, Victor H., Work and Motivation, New Delhi: Wiley Eastern Limited, 1978,p.99)
[10] Sinha, D. (1972), "Industrial Psychology, " In Mitra, S.K. (Ed.), *A Survey of Research in Psychology* (pp. 175-237), Popular Prakashan, Bombay
[11] Locke E.A.," The Nature and Cause of Job Satisfaction ", in M.D. Dunnette (ed.), Handbook of Industrial And Organizational Psychology, Chicago: and McNally, 1976,p.1300
[12] Feldman D.C. and. Arnold H.J: Managing Individual And Group Behavior in Organizations, New York: McGraw-Hill, 1983,p.192

f. Job Satisfaction is the amount of pleasure or contentment associated with a Job, if you you're your job intensely you will experience Job Satisfaction .if you dislike your job intensely, you will experience Job dissatisfaction[13].

g. Job Satisfaction is a set of favorable or unfavorable feelings with which employees views their work. [14]

h. Job Satisfaction can also be defined the degree of likeliness or dislike ness with which workers view their work. It expresses the amount of agreement between one's expectations of the job and the rewards that the job provides.

It can also be said that Job Satisfaction is influenced by several organizational and personal factors. It emphasizes the fact that the feelings are experienced after a task is accomplished or an activity has taken place, it can be a highly individualistic effort such as writing of a book or a collective endeavor of constructing a dam. The feelings could be positive or negative depending upon the end state of satisfaction or dissatisfaction. Hence Job Satisfaction can be a function of the efforts of the individual's or / and situational opportunities available to them.

It can easily be said that, Job Satisfaction is the positive orientation of an individual towards the work roles, which one is presently occupying. This can be easily paraphrased as an individual's liking more aspects of his work than he dislikes. Though the terms job-satisfaction and attitudes are used interchangeably, there are differences between the two. Attitude, as was mentioned earlier, refers to predisposition to respond. Job-satisfaction, on the other hand, relates to performance factors. Attitudes reflect one's feeling towards individuals, organizations and objects. But satisfaction refers to one's attitude to a job. Job-satisfaction is, therefore, a specific subset of attitudes. Attitudes endure generally, but job-satisfaction is dynamic, it can decline even more quickly than it developed. Managers, therefore, cannot establish the conditions leading to high satisfaction now and then neglect it, for employee needs may change suddenly.

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[13] Andrew J. Du Brin, The Practice of Supervision, New Delhi: Universal Bookstall, 1988,p.58
[14] Keith Davis and J.W. Newstrom, *Human Behavior at Work - Organizational Behavior*, New York; McGraw-Hill, 1989, p.177.

3. THEORIES & APPROACHES TO JOB SATISFACTION

Satisfaction is hedonistic (considering pleasure or happiness as Life's chief goal) response of neglect or disliking. It has been noticed that individuals tend to approach those things, which give them satisfaction and avoid those things, which dissatisfy them. As a result job satisfaction is frequently associated with job behavior such as work motivation. Since Job Satisfaction involves expectations, it relates to equity theory, the psychological contract and motivation.

Most theories of motivation have an underlying assumption that individuals are motivated to seek that, which is pleasant, to them. As a result, many theories of motivation are also considered as theories of job satisfaction
Research on Job satisfaction can be divided into a number of different schools of thought. They see motivation as the central factor in job satisfaction and concentrate their attention on stimuli, which are believed to lead to motivation. The needs of individuals for achievement, recognition, responsibility, status, and advancement are the stimuli.

A second school devotes its attention to leadership as a factor in job satisfaction, Psychologists like Blake, Mouton and Fiedler see the behavior of supervisors as an important influence on employee attitudes and direct their observations at leadership style and the response of subordinates.

A third school, strongly represented at the Manchester Business School, approaches job satisfaction from a quite different angle and examine the effort reward bargain as an important variable. This leads to a consideration of how the wages and salaries of particular groups are constructed and the influence of factors such as overtime pay and the state of labor market on earnings and employees attitudes to them.[15]

Yet another school of thought approaches job satisfaction from an entirely different angle and see management ideology and values as an important influence. Punishment centered bureaucracy is the type of management behavior which responds to deviations from rules and procedures. [16]Mock bureaucracy is said to exist when an organization has rules and procedures but neither management nor the workers' identify it with these or accept them as legitimate. In consequence they are generally ignored.

Fifthly, there are behavioral scientists who say that the factors described above are extrinsic to the tasks an employee is required to carry out and therefore a less important factor in job satisfaction than the work itself and the way it is structured. This group concentrates on the content of work and on the job design factors. In Europe Cooper at Liverpool represents them.

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[15] Donald D. White and David A. Bednar, *Organizational Behavior, Understanding and Managing People at Work,* Boston; Allan and Bacon Inc., 1986, p. 126.

[16] Edwin B. Flippo, "Principles of Personnel Management", 4th edition (Tokyo, McGraw-Hill Kogakusha, 1976), p. 5.

Sixthly, some contributors thinking on the subject, including the Herzberg and his associates [17], seem to suggest that it is only necessary to identify the needs of an employee. The organization *for* which he works must then ensure that these needs are met if it wishes to secure the advantages of a labor force performing at a high level of job satisfaction.

Lastly, a composite of the factors that are involved in causing job satisfaction and job dissatisfaction are given and will prove that motivators are the primary cause of satisfaction, and hygiene factors the primary cause of unhappiness on the job. The motivating factors are intrinsic to the job, while dissatisfaction-avoidance or hygienic factors are extrinsic to the job.

The father of scientific management, Taylor's (1911) approach to Job Satisfaction was based on a most pragmatic and essentially pessimistic philosophy that man is motivated by money alone and that the workers are essentially stupid and phlegmatic and that they would be satisfied with work if they get higher economic return from it. Over the years, we have moved from Taylor 's solely monetary approach to a more humanistic orientation.

Early human relationists held, rather uncritically, that employees' job satisfaction was an important element in managerial effectiveness. Hawthorne findings observed that, "the factors which make for efficiency in a business organization are not necessarily the same as those that make for happiness, collaboration, team work, morale, or any other work which may be used to refer to cooperative situations."[18] Later researches have also brought out that the nature of relationship between job satisfactions and productivity is tenuous. They have at the same time confirmed that there is a negative relationship between job satisfaction, and grievances, turnover and absenteeism.[19]   Keith Davis observes that, "one of the surest signs of deteriorating conditions in an organization is low job satisfaction.

Motivation

Motivation is a broad and complex concept. Motivation has been defined as the *set of processes that arouse, direct, and maintain human behavior toward attaining some goal.*[20] The figure will guide our explanation; the first part deals with *arousal*. This has to do with the drive, or energy behind our actions. Motivation is also concerned with the choices people make, the *direction* their behavior takes. The final part of our definition deals with *maintaining* behavior.

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[17] F. Herzberg, B. Mausner, B.B. Snyderman. Somerset, NJ: *The Motivation to Work.* Transaction Publishers; 1993.

[18] Stephen P. Robbins, *Organizational Behavior,* New Delhi; Prentice Hall of India, 1989, p. 121.

[19] N.L. Munn, *et al., Introduction* to *Psychology,* New Delhi; Oxford and IBH Publishing Co., 3rd ed., p. 606.

[20] M.L. Blum and J.C. Naylor, *Industrial Psychology,* New York; Harper and Row, 1968,p.275.

Arousal	Direction	Maintenance	Goal

Desire to make a good impression

Compliment work   persist

Work extra hard   persist

Do special favors   persist
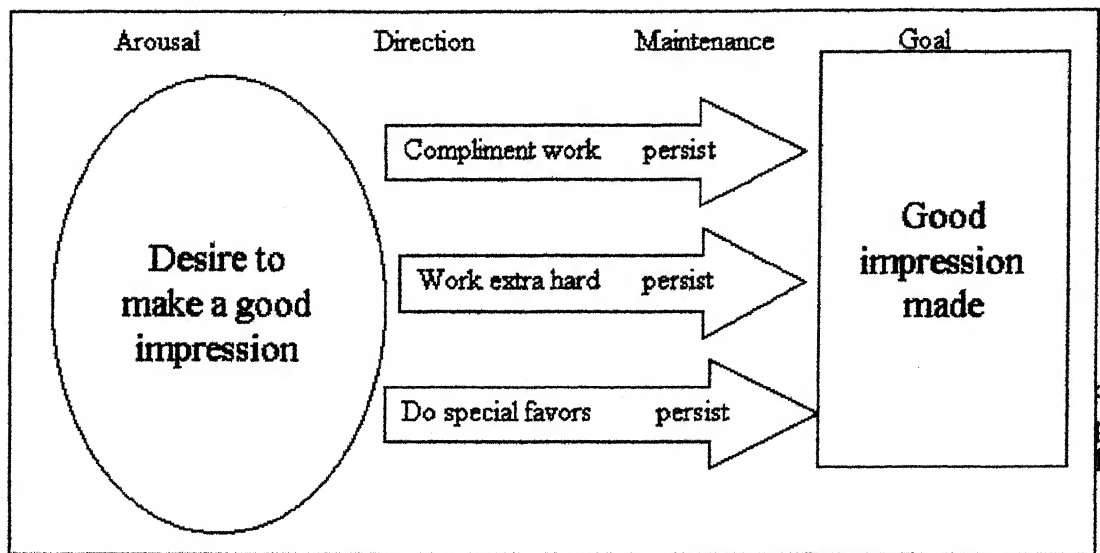
Good impression made

Fig. 1

After defining motivation, let's discuss two important points , first, motivation cannot be seen, but only inferred on the basis of performance, second key point is that *motivation* is *multifaceted*. However, motivation *and job* performance are not synonymous. Just because someone performs at a task well does not mean that he or she is highly motivated. This person may be highly skillful, but not putting forth much effort at all. Someone who performs poorly may be putting forth a great deal of effort, but is falling short of a desired goal because he or she lacks the skill needed to succeed. [21] Second key point that *motivation* is *multifaceted we* mean that people may have several different motives operating at once. However, being too productive may antagonize ones co-workers, who fear that they're being made to look bad.

These examples clearly show that motivation is a complex and important concept in the field of organizational behavior. This complexity creates challenges for the theories of motivation used in the field.

The first conceptualizations of motivation we will consider are the most basic theories that explain motivation in terms of the satisfaction, the basic human needs. Indeed, organizational scholars have paid a great deal of attention to the idea that people are motivated to use their jobs as mechanisms for satisfying their needs. Probably Maslow has proposed the best-known conceptualization of human needs in organizations.

Motivational theories can be divided into two categories, *Content* and *process* theories. *Content* theories assume that all individuals possess the same set of needs and therefore prescribe the characteristics that ought to be present in jobs. *Process* theories stress the difference in people's needs and focus on the cognitive processes that create these differences.

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[21] A. J. Elliot and G. Devine, "On the Motivational Nature of Cognitive Dissonance: Dissonance as Psychological Discomfort," Journal *of Personality and Social Psychology*, September 1994, pp. 382-94.

Theories

There are vital differences among experts about the concept of job satisfaction. Few theoretical approaches to job satisfaction is:

(i)   Maslow's Theory   Need theories
(ii)   Alderfer's ERG Theory
(iii)   Two-factor Theory
(iv)   Mumford's Theory
(v)   Valence, Instrumentality and Expectancy (VIE) Theory
(vi)   Fulfillment Theory
(vii) Variance Theory
(viii) Oldham and Hackman model
(ix)   Discrepancy Theory
(x)   Equity Theory
(xi)   Equity-discrepancy Theory
(xii) Locke and Latham's Goal Setting Theory
(xiii) Locke's Value Theory
(xiv) Social Influence Theory
(xv) Instrumentality Theory

Let's discuss some them in detail for the better understanding of the subject of the research work.

1.   Maslow's Theory

Abraham Maslow was a clinical psychologist; he introduced a theory of personal adjustment, known as need hierarchy theory, based on the premise that if people grow up in an environment in which their needs are not met, they would be unlikely to function as healthy, well-adjusted individuals. He suggested a *hierarchy of needs, which* are activated in a *hierarchical* manner. This means that the needs are aroused in a specific order from lowest to highest, and that the lowest-order need must be fulfilled before the next highest-order need is triggered, and so on. Once individuals have satisfied one need in the hierarchy, it ceases to motivate their behaviors and they are motivated by the need at the next level up the hierarchy.
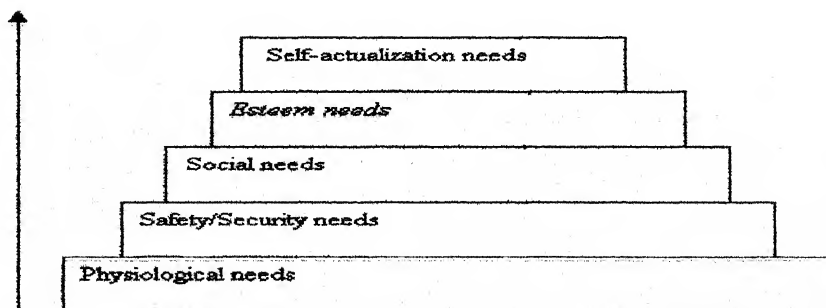
Fig. 2

The need hierarchy theory is relevant to job satisfaction. Jobs, which are able to satisfy more of the hierarchical needs, would be jobs, which could result in greater satisfaction on the part of the employee

1.Physiological needs   Such as food (hunger), thirst, Warmth; shelter may be mainly satisfied at work by salary/wages and are the first level on the hierarchy. *Physiological needs* are the lowest -order, most basic needs specified by Maslow

2. Safety/Security needs   such, as shelter and protection are the next level. *Safety* need the second level of need in Maslow's hierarchy are activated after physiological, needs are met. Security needs like safe conditions or secure environment free from threats of physical or psychological harm; job security may be mainly satisfied at work by good working conditions and benefits. Organizations can do many things to help satisfy safety needs.

3. Social needs Such as need for satisfactory and supportive relationships are the next level. Maslow's third level of need, are activated after safety needs have been met Social needs like belongingness and acceptance and appreciation may be mainly satisfied at work by harmonious teams.

4. Esteem needs   Like need for Status/power may be mainly satisfied at work by promotion and respect for position expertise From these needs, the individual can move up the hierarchy to higher order needs. Self- esteem needs for recognition and a belief in oneself is the next level. These refer to a persons need to develop self-respect and to gain the approval of others.

5. Self-actualization needs.   Like need for self-fulfillment (the desire to become all that one is capable of being, developing to one's fullest potential) may be mainly satisfied at work by challenging work, which realizes an individual's potential. Self-actualization is found at the top of Maslow's hierarchy. [22]

Taken together as a group, physiological needs, safety needs, and social needs are known, as deficiency needs. In contrast, the next two highest-order needs, the ones at the top of the hierarchy, are known, as *growth needs.*. When they have satisfied their subsistence needs, they strive to fulfill security needs. When jobs are secure they will seek ways of satisfying social needs and if successful will seek the means to the ultimate end of self- actualization.

2.   Alderfer's Theory

Alderfer approach, known as ERG Theory is simple than Maslow's theory. Alderfer (1972) suggests that individual needs can be divided into three groups and these are not necessarily activated in any specific order.

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[22] **Maslow, A. (1954),** *Motivation and Personality,* **(1943)** A Theory of Human Motivation, *Psychological Review* 50 Harper, New York 370- 396.

1.*Existence needs*, which include nutritional and material requirements (at work this would include pay and conditions.)
2.*Relatedness needs*, which are met through relationships with family and friends and at work with colleagues.
3.*Growth needs*, which reflect a desire for personal psychological developments

The Maslow and Alderfer's theory of needs are termed, as need theories. Alderfer argued that it was better to think in terms of a continuum rather than a hierarchy; from concrete existence needs to least concrete growth needs and argued that you could move along this in either direction. Maslow argued that when satisfied a need becomes less important to an individual, but Alderfer argues that relatedness or growth needs become more important when satisfied. This means that team - working arrangements can continue to motivate employees and are not necessarily superseded by growth needs.

Self-actualization needs	Growth needs
Esteem need	
Social needs	Relatedness needs
Safety/Security needs	
Physiological needs	Existence needs
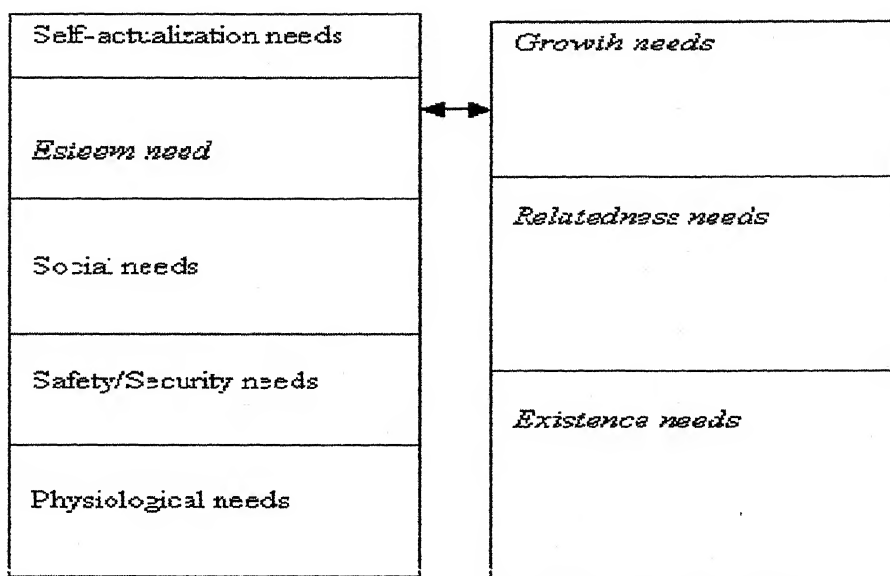
Fig 3   Abraham Maslow's Hierarchy of needs and Alderfer's needs

Managerial Applications Of Need Theories

Theories are important insofar as they suggest specific things that managers can do to help their subordinates become Self-actualized. Because Self-actualized employees are likely to work at their maximum creative potential, it makes sense to help people attain this state by helping; them meet their needs. Some companies are helping satisfy their employees' physiological needs. Financial security is an important type of safety need in this regard, some companies are going beyond the more traditional forms of payroll savings and profit sharing plans particularly in troubled economic times, when layoffs are inevitable.[23] These theories reflect the major ways in which human needs are involved in explaining motivation in work organizations.

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[23] Donald D. White and David A. Bednar. *Organizational Behavior, Understanding and Managing People at Work*, Boston; Allan and Bacon Inc., 1986, p. 126.

3. Herzberg's Two-Factor Theory

In the late 1950s, Frederick Herzberg distincted between motivators and hygiene factors referred to as the two-factor theory of job satisfaction. According to Herzberg's two factor theory, job satisfaction is caused by a set of factors referred to as motivators, while job dissatisfaction is caused by a different set of factors, known as hygiene factors. Hygiene topics include company policies, supervision, salary, interpersonal relations and working conditions. They are issues related to the employee's environment. Motivators, such as recognition and achievement, make workers more productive, creative and committed. Motivators, on the other hand, create satisfaction by fulfilling individuals' needs for meaning and personal growth.[24]

Although hygiene issues are not the source of satisfaction, they must be dealt first to create an environment, which brings employee satisfaction and motivation. On the other hand, job-facets such as achievement, recognition, work itself, responsibility and advancement are satisfiers. It is only these factors, which lead to satisfaction. It would seem from this formulation of two-factor theory that a person can be both satisfied as well as dissatisfied at the same time. Once the hygiene areas are addressed, the motivators will promote job satisfaction and encourage production

Hygiene factors	Motivators
Company and	Achievement
Administrative policies.	Recognition
Supervision.	Work itself
Salary	Responsibility
Interpersonal relations	Advancement
Working conditions	

Fig. 4

4. Mumford's Theory

Mumford (1976) argues that workers have:

1. *Knowledge needs,* work that utilizes their knowledge and skills.

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[24] Herzberg, F. Work and the Nature of Man, *Cleveland World,* 1966

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2. *Psychological needs,* such as recognition, responsibility, status and advancement.
3. *Task needs,* which include the need for meaningful work and some degree of autonomy.
4. *Moral needs,* to be treated in the way that employers would themselves wish to be treated. Mumford's assumption was that employees did not simply see their job as a means to an end by had needs, which related to the nature of their work.

5. Valence, Instrumentality And Expectancy (VIE) Theory

Valence, instrumentality and expectancy (VIE) theory had resulted from Vroom's (1964) work into motivation. His argument was that, crucial to motivation at work was the perception of a link between effort and reward. Perceiving this link could be thought of as a process in which individuals calculated first whether there was a connection between effort and reward and then the probability (valences) would follow from high performance (instrumentality.) The motivational force of a job can therefore be calculated if the expectancy, instrumentality and valence values are known. The individual's abilities, traits, role perceptions and opportunities attenuate the motivational force. [25]
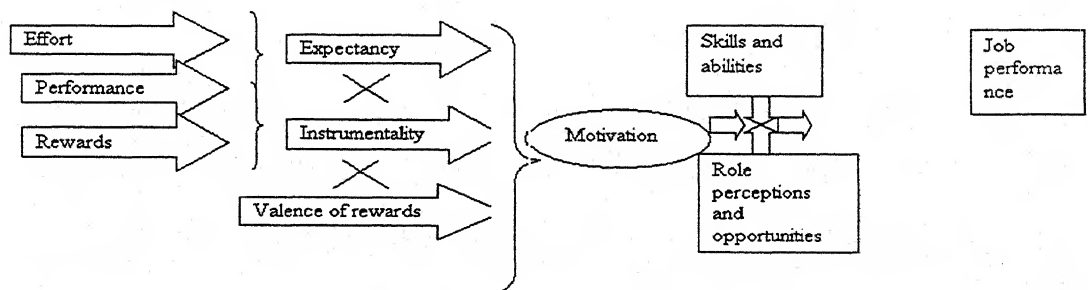
Fig.5

In essence, the theory asserts that people are motivated to work when they expect that they will be able to achieve the things they want from their jobs. Expectancy theory characterizes people as rational beings who think about what they have to do to be rewarded and how much the reward means to them before they perform their jobs

Expectancy theory recognizes that motivation is one of several important determinants of job performance. In particular, the theory assumes that *skills and abilities* also contribute to a person's job performance. Its no secret that some people are better

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[25] V. H. Vroom, *Work and Motivation* (New York: Wiley, 1964); and M. T. latlaldano and P. M. Muchinsky, "Job. Satisfaction and Job Performance: A Meta-Analysis," *Psychological Bulletin,* March 1985, pp. 251-73.

suited to performing their jobs than others by virtue of their unique characteristics and special skills and abilities. Expectancy theory also recognizes that job performance will be influenced by people's *role perceptions-in* other words, what they believe is expected of them on the job.

6.   Fulfillment Theory

Fulfillment theorists regard satisfaction in terms of outcomes (rewards) a person receives or the extent to which a person's needs are satisfied. Schaffer thinks, "Job satisfaction will vary directly with the extent to which those needs of an individual which can be satisfied are actually satisfied" Vroom also views satisfaction in terms of the positively valued outcomes that a job provides to a person. The difficulty with fulfillment approach to job satisfaction is that satisfaction is a function of not only what a person receives but also what he feels he should, receive and/or Wants to receive. What may satisfy a person may leave another dissatisfied because of differences in their expectations. Another factor had to be included in order to predict satisfaction accurately. This variable was the strength of the individual's desire, or his level of,' aspiration in " particular area,". [26] These views of Morse and others led to the development of the discrepancy theory of job satisfaction.

7.   Variance Theory

Variance theory is based on a simple subjective idea: if you want from your work then you are satisfied to the extent that it provides you with. The major problem with this theory is defining what people want from their work.

8.   Hackman And Oldham Model

The job characteristic model suggests the causes of job satisfaction are objective characteristics. They suggested that jobs differ in the extent to which they involve five core dimensions:

Skill variety is the extent to which a job requires a number of different activities using several of the employee's skills and talents.

Task identity is the extent to which a job requires completing a whole piece of work from beginning to end.

Task significance is the degree of impact the job is belt: led to have on others.

Autonomy is the extent to which employees have the freedom and discretion to plan, schedule, and carry out their jobs as desired..

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[26] Morse, N.C., Weiss R., and Griggs, R. 1954, Attitudes Toward Work. Unpublished study, *Institute for Social Research, University of Michigan, Ann Arbor*

Feedback is the extent to which the job allows people to have information about the effectiveness of their performance.
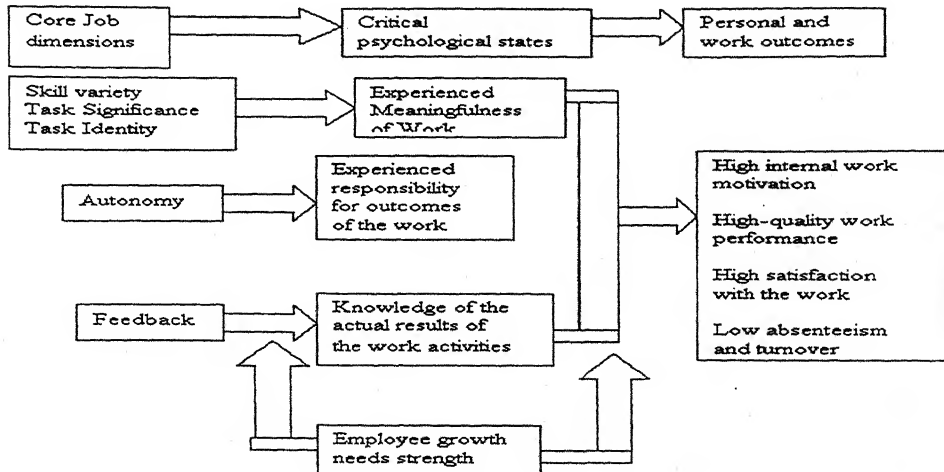
The five critical job dimensions are *skill variety, task identity, task significance, autonomy, and feedback.*

Fig.6

The model specifies that various job dimensions having important effects on various critical psychological states. A task is considered meaningful to the extent that it is experienced as being highly important, valuable, and worthwhile. Jobs that provide a great deal of autonomy are said to make people feel *personally responsible and accountable f*or *their work.* Finally, effective feedback is said to give employees *knowledge of the results of their work.*

They suggest that if jobs are designed in a way that increases the presence of these core characteristics three critical psychological states can occur in employees and will be high.[27]

1. *Experienced meaningfulness of work.*
2. *Experienced responsibility for work outcomes.*
3. *Knowledge of results of work activities.*

9. Discrepancy Theory

This theory argues that satisfaction is the function of what a person actually receives from his job situation and what he thinks he should receive or. When actually received satisfaction is less than expected satisfaction, it causes dissatisfaction. According to Locke, "job satisfaction and dissatisfaction are functions of the perceived relationship between what one wants from one's job and what one perceives it is offering".[28]

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[27] Hackman J.R. and Oldham, G. R. 1975 Development of the Job Diagnostic Survey Journal *of Applied Psychology,* 60, 159 – 170.

[28] K.H. Chung and L.C. Megginson, *organizational Behavior,* New York; Harper and Row, 1981, p.124.
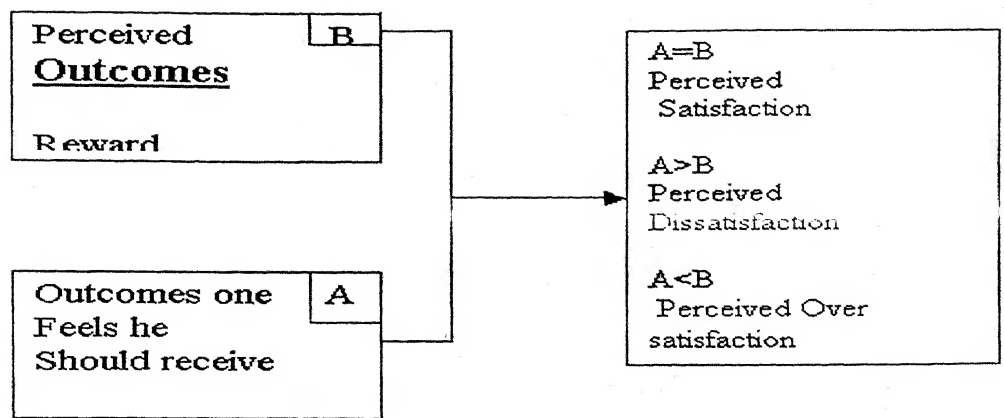
Discrepancy Approach to Job Satisfaction

Fig. 7

Porter thinks that satisfaction is the difference between what one actually received and what he feels he should receive.[29] This is the most widely accepted discrepancy approach to job satisfaction, and is shown in Fig. It is not clear from discrepancy theory whether over satisfaction is or is not a dimension of dissatisfaction, and if so, how does it differ from dissatisfaction arising out of the situation when received outcomes are less than the outcomes one feels he should receive.

10.   Equity Theory

Equity theory, is also an individual based theory, but one that adds a social component. Specifically, equity theory views motivation from the perspective of the *social comparisons* people make-that is, what they see when they compare themselves to others. It proposes that individuals are motivated to maintain fair, or *equitable*, relationships among themselves am to avoid those relationships that are unfair, or *inequitable*.. Adam's Equity theory also contains a social element in which the individual compares his inputs and outcomes to those of others; it argues that a major input into job performance and satisfaction is the degree of equity (or inequity) that people perceive in their work situation. Equity occurs when,

$$\frac{\text{Person's outcomes}}{\text{Person's inputs}} = \frac{\text{Other's outcome}}{\text{Other's inputs}}$$

[29]Hackman, JR. and Lawler, E. 1971, Fmployee Reactions to Job Characteristics Journal *of Applied Psychology Vol* 55, 259-286..

The figure contains the following boxes and labels:

Perceived personal inputs → Perceived outcomes actually received [A]

Perceived inputs of comparison others → Perceived outcomes of comparison → Perceived personal out-comes that one should receive on comparison others [B]

A=B Satisfaction

A<B Dissatisfaction

A>B Guilt discomfort
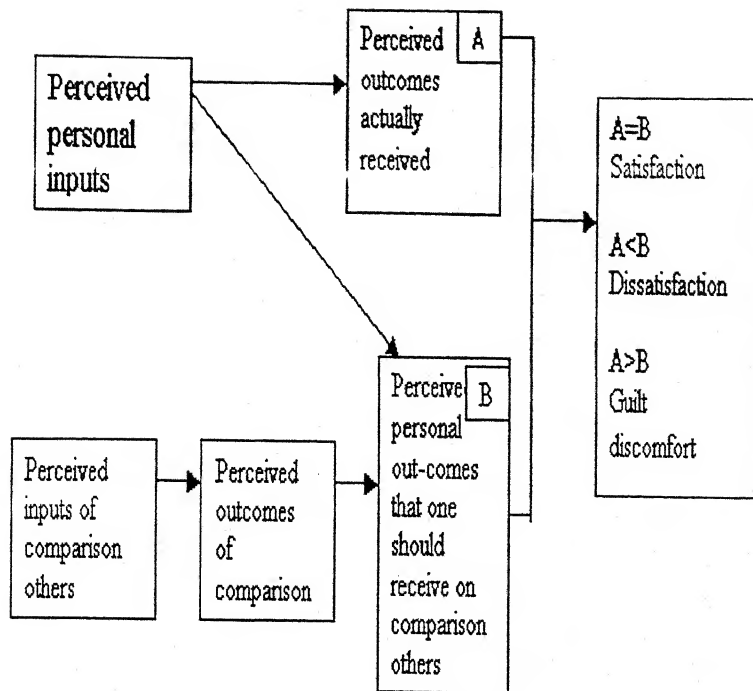
Equity Theory of Satisfaction

Fig. 8

They Distort inputs or outcomes, attempt to persuade others to change inputs or outcomes, attempt to change their own inputs or outcomes, choose a different relevant other, and quit their job.

Perceived equity is in turn determined by his input-output balance as compared to his comparison others' (the persons he compares with) input-output balance and also either under-reward or over-reward can lead to dissatisfaction, although the feelings associated with them are different. Under-reward causes feelings of unfair treatment while over-reward leads to feelings of guilt and discomfort.

Equity theory assumes that one important cognitive process involves people looking around and observing what effort other people are putting into their work and what rewards follow them. This social comparison process is driven by our concern for fairness and equity.

11.   Equity-Discrepancy Theory

Lawler combined the best features of both the equity and discrepancy theory to

present his model of facet- satisfaction.[30] He adopts the difference approach of discrepancy theory in preference to ratio approach of equity theory. He takes from equity theory the concept of evaluating the outcomes of their inputs; this acts as an intervening variable in their feelings of satisfaction and dissatisfaction. Thus satisfaction may thus be defined as the difference between the outcomes that one perceives he actually received and outcome that one feels he should receive relative to perceived outcomes of comparison others.

A person's perception of how much he should receive is influenced by what his "referent others" receive these are people whom he perceives possessing the same abilities that he possesses, doing the job requiring the same abilities and skills, and is of the same difficulty and responsibility and contributing equal to goal achievement as one is contributing. Thus, an individual's perception of his reward is influenced by more than just the objective amount of that factor. [31]

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┌──────────────────┐
│ Perceived personal│
│ job inputs       │────┐
└──────────────────┘    │      ┌──────────────┐
                        ├─────▶│ Perceived  A │──┐
┌──────────────────┐    │      │ Amount that  │  │    ┌──────────────┐
│ Perceived inputs │    │      │ Should be    │  │    │ A=B          │
│ and outcomes of  │────┘      │ Received     │  │    │ Satisfaction │
│ referent others  │          └──────────────┘  ├───▶│              │
└──────────────────┘                             │    │ A<B          │
                                                 │    │ Dissatisfaction│
┌──────────────────┐          ┌──────────────┐   │    │              │
│ Perceived        │          │ Perceived  B │   │    │ A>B          │
│ outcomes of      │─────────▶│ Amount       │───┘    │ Guilt,       │
│ referent others  │          │ Received     │        │ inequality   │
└──────────────────┘          └──────────────┘        │ discomfort   │
                                                       └──────────────┘
┌──────────────────┐
│ Actual outcomes  │
│ received         │
└──────────────────┘
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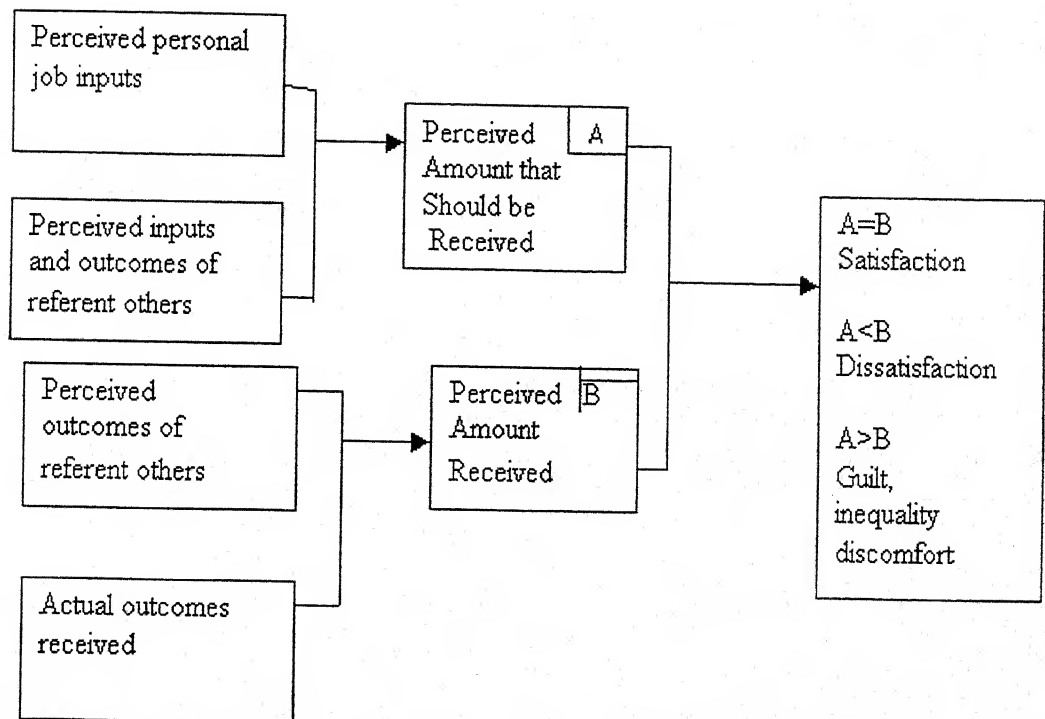
Determinants of Job Satisfaction

Fig. 9

[30] Adapted from Edward E. Lawler III, "Satisfaction and Behavior", in Barry M. Shaw, *Psychological Foundations of Organizational Behavior*, Santa Monica, California: Goodyear Publishing Company, 1977, p. 99

[31] Leek Ajzen and Martin Fishbein, "Attitude-Behavior Relations: A Theoretical Analysis and Review of Empirical Research", *Psychological Review*, 1977, pp. 888-918.

12. Locke And Latham's Goal-Setting Theory

Just as people are motivated to satisfy their needs on the job, they are also motivated to strive for and attain goals. In fact, the process of setting goals is one of the most important motivational forces operating on people in organizations. The basic idea behind Locke and Latham's theory is that a goal serves, as a motivator because it compares their present capacity to perform that requires succeeding at the goal. Goals also help improve performance because they provide information about how well one is performing a task.

In other words, they will be accepted as one's own. Indeed, Klein has shown that people will become more committed to a goal to the extent that they desire to attain that goal and believe they have a reasonable chance of doing so. Self-efficacy and personal goals influence task performance. This makes sense in so far as people are willing to exert greater effort when they believe their efforts will be in vain. Moreover, goals that are not personally accepted will have little capacity to guide behavior. In fact, research has shown that the more strongly people are committed to meeting goals the better they will perform.

13. Locke's Value Theory

Locke (1968) offers the theory of goal setting as a means of motivation. Here goals direct effort and provide guidelines for deciding how much effort to put into each activity when there are multiple goals. Participation in goal setting increases the individual's sense of control and fairness in the process. The more people receive outcomes they value, the more satisfied they will be. Locke's approach focuses on *any* outcomes that people value. The key to satisfaction in Locke theory is the *discrepancy* between those aspects of the job one has and those one wants; the greater the discrepancy, the less the satisfaction.[32]

An interesting implication of value theory is that it calls attention to the aspects of the job that need to be changed for job satisfaction to result. Research has shown that the larger a discrepancy that exists between what people have and what they want with respect to various facets of their jobs (e.g., pay and learning opportunities), the more dissatisfied they are with their jobs. This relationship is greater among those who place a great deal of importance on that facet than among those who consider it less important.

14. Instrumentality Theory

This theory believes that individuals calculate the degree to which the job is satisfying by considering the extent to which the job leads to valued outcomes. It is assumed that individuals have a set of judgments about how much they value certain outcomes such as pay, promotion or good working conditions. They estimate the extent to which holding the job leads to each of these outcomes. Finally, by weighing the perceived

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[32] E. A. Locke, "The Nature and Causes of Job Satisfaction," in M. D. Dunnette '*Handbook of Industrial and Organizational Psychology*' (1976), p, 1331;

value or attractiveness of each outcomes by considering all outcomes in the set, the individual arrives at an estimate of the satisfaction he feels will come from the job.

15. Social Influence Theory

Salancik and Pfeffer (1977) suggested that perhaps people decide how satisfied they are within in their job not by processing all kinds of information about it but by observing others on similar jobs and making inferences about other's satisfaction. Weissenberg suggest that an individual simply infers a level of his own satisfaction from observing others. [33] White and Mitchell (1979) also showed that people indeed are influenced by their perceptions of others satisfaction. Social influence theory of job satisfaction is interesting because it recognizes the social nature of work and suggests a way of determining job satisfaction that has been ignored in the past.

16. Miscellaneous

Although feedback can have considerable impact on both motivation and learning, implementing feedback systems can have wider implications affecting the relationship between employees and managers by disrupting existing authority structures. Guirdham suggests for feedback to be effective it needs to be

1. *Generally positive* reward is more effective than punishment.
2. *Well timed* as soon as possible.
3. *Control* the feedback
4. *Specific* feedback and not general.
5. *Publicly observed* and not based on revelations or secrets.
6. *Sensitive* –don't trigger the individuals defense mechanisms.

On the basis of the above-mentioned theories it can be summed up that the centrality of work in modern economies has made an understanding of the psychology of motivation and job satisfaction a key component of business and management education syllabuses. It now suffers to some extent from being taught as if it were true rather than as a set of sophisticated and problematic speculations about the nature of human motivations.

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[33] Weissenberg, P. and Leopald W.G. 1963, Relationship between Job Satisfaction and Job Involvement, *Journal of Applied Psychology*, 52; No.6, 469 – 473.

4. IMPORTANCE OF JOB SATISFACTION

A Little Satisfaction Goes A Long Way

However the picture changes when employees are satisfied with their jobs as satisfied employees are less likely to be absent from work, regardless of their mood states. When Employees view work as a pleasurable experience they come to work even when they wake up in a depressed mood. In fact work may even present a distraction from their poor moods or a way out of these moods. So, making sure that employees are happy and satisfied with their work will increase productivity by reducing absenteeism. This may also go a long way toward reducing turnover.

Satisfaction And Managerial Implications

Job satisfaction is an integral component of organizational climate and an important element in management-employee relationship. Job satisfaction is a positive emotional state that occurs when, a person's job seems to fulfill important job values, provided the values are compatible with one's needs. As there is a growing interest in understanding and influencing employee behavior, studies on job satisfaction are only indicators of this growing interest The complexity of the organizational system, standardized policies of the organization regarding career management, increased expectations from employees for better and meaningful careers.

As jobs become increasingly specialized, less autonomous and repetitive, they, become monotonous. Jobs in the banking sector are good examples of such routine, specialized, repetitive jobs. Monotony arising out of this job conditions may lead to undesirable job behaviors like absenteeism, low turnover; lower productivity and lower job satisfaction alienation, etc. [34] A clear understanding of the causes and consequences of job-satisfaction can help managers better diagnose and solve employee problems. In particular, manager must be clear that

(1) Employee dissatisfaction is most frequently caused by what is perceived to be low pay and boring work;

(2) Employees' dissatisfaction is largely influenced by their feelings of inequity;

(3) Individual satisfaction or dissatisfaction is more important, than overall satisfaction or dissatisfaction of employees,

(4) Job-satisfaction has an impact on employee turnover, absenteeism, and unionization;

(5) And if designed and administered effectively, satisfaction surveys can prove to be invaluable help to assess the degree of satisfaction or dissatisfaction of employees.[35]

Why Job Satisfaction Is Very Important?

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[34] Hulin, C.L and Blood, MR. 1968, Job Enlargement Individual Differences and Worker Responses. *Psychological Bulletin,* 41 - 55.)

[35] Orpen, C. 1979, The effects of Job Encirclement on Employee Satisfaction, Motivation, Involvement and Performance: A Field Experiment, *Human Relations,* 32, 189 – 217.

Job satisfaction has been the center of concentration for researchers over decades. Job Satisfaction can apply to parts of an individual 's job. Not to be satisfied does not mean you are dissatisfied. According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that lead to job dissatisfaction. The opposite of "Satisfaction" is "No Satisfaction", and the opposite of 'Dissatisfaction" is "No Dissatisfaction".

It is important for managers to be interested in their employee's attitudes as they influence behavior. There is a lower rate of turnover and absenteeism with satisfied employees, as motivation and job satisfaction are culture bound. Each culture have there own hierarchy of needs, own ideals, own characteristics. It has been established that highly satisfied workers have better physical and mental well being. [36] The reasons for such concentration are manifold

Job Satisfaction	Job Context Low	Job Context High
Job Content High	Like what you do but you hate where you work!	Like what you do and where you do it!!
Job Content Low	You hate what you do and you hate where you work!!!	You hate what you do but love where you work!

Fig. 10

1. **Job satisfaction has some relation with the mental health of the people.** Dissatisfaction with one's job may have especially volatile spillover effects.

2. **Job satisfaction has some degree of positive correlation with physical health of individuals.** A study has come to the conclusion that people who like work, are likely to live longer. Here the logic behind such result is that people with greater satisfaction tend to have greater incomes and more education and thus coincidentally enjoy greater benefits, which promote longevity.

3. **Spreads goodwill about the organization.** People who feel positively about their work life are more apt to voice 'favorable sentiments' about the organization to the community at large.

4. **Individuals can 'live with' the organization.** A happy and satisfied individual can find it easy to live with inside the organization as well as outside it.

6. **Reduces absenteeism and turnover.** Higher job satisfaction reduces labor turnover and absenteeism and the managers are compelled for being convinced about the merits of job satisfaction, to give priority and adequate weight-age to job satisfaction. A serious consequence of job dissatisfaction can be the employee turnover.

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[36] Kornhauser, A.W., "Mental Health of the Industrial Worker: A Detroit Study," John Wiley, New York, 1965

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The Effect Of Job Satisfaction On Employee Performance And Productivity

Managers' interest in job satisfaction tends to center *on* its effect *on* employee performance. Increasing job satisfaction is important for its humanitarian value and for its financial benefit

- Believe that the organization will be satisfying in the long run

- Care about the quality of their work

- Are more committed to the organization

- Have higher retention rates, and

- Are more productive.

Those employees who reported high negative moods and were satisfied with their jobs were absent significantly less often than those in this same negative mood and who were dissatisfied. The same is true of those who have a low positive mood (lethargic and tired) and were satisfied with their jobs. So it is clear that moods or feelings about life affect the job causing loss in productivity and continuity of service through poor attendance. Employee satisfaction and retention have always been important issues for physicians. After all, high levels of absenteeism and staff turnover can affect your bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them.[37] Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction.

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[37] D.G. Spencer and R. M. Steers, "Performance as a Moderator of the Job Satisfaction-Turnover Relationship," *journal of Applied Psychology,* August 1981, pp. 511-14.

5. CONSEQUENCES OF JOB DISSATISFACTION/ SATISFACTION

Negative Is Stronger Than Positive

Job Satisfaction or Job Dissatisfaction is of great concern to management since there is a relationship between Job Satisfaction and job performance. Dissatisfaction seems to be more motivating than satisfaction. In a similar way, people often react more immediately and visibly to pain than to a pleasant stimulus.

High levels of absenteeism and staff turnover can affect bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction. Family physicians who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive health care environment that demands quality and cost-efficiency. What's more, physicians may even discover that by creating a positive workplace for their employees, they've increased their own job satisfaction as well.

Responses To Job Dissatisfaction

The first thing about job satisfaction is the ways through which employees express their job dissatisfaction. *Fig.* Offers four responses that differ from one another along two dimensions: constructiveness/destructiveness and activity/passivity.

Active

Exit	Voice
Neglect	Loyalty

Passive

Fig.11   Responses to Job Dissatisfaction

Exit: Exit represents behavior directed towards leaving the organization. Also includes looking for a new position as well as resigning.

Voice: Actively and constructively attempting to improve conditions includes suggestions, discussing problems with superiors, and some forms of union activity.
Loyalty: Passively but optimistically waiting for conditions to improve. Includes speaking up for the organization in the face of the external criticism and trusting the management and the organization to do the right things.
Neglect: Passively allowing conditions to worsen. Includes chronic absenteeism,

reduced effort, and increased error rate.[38]

Job satisfaction can act as a double-edged sword as it reduces absenteeism and labor turnover. Job dissatisfaction produces low morale among workers and low morale at work is highly undesirable. Some of the <u>indicators of low morale</u> are:

Employee Unrest

In state of unhappiness with job the worker may not attend to his job properly, may be involved in daydreaming, be forgetful or just may not care. He may start complaining about work condition and find faults with everything that goes on the work environment. One may start coming late to work or be absent from work periodically. Sometimes, this unrest become so frustrating that it may lead to undesirable habits as excessive drinking. At it's extreme; unrest may affect a mental health and well being of the worker.

Absenteeism

There exist a relationship between the job satisfaction and frequency of absence of employees whether unexcused absence due to minor aliments or total long absence. Absenteeism is inversely related to the level of job satisfaction. Job dissatisfaction produces a 'lack of will to work' and this forces the employee to alienate from work as far as possible. Job Satisfaction is highly related to absenteeism. Studies have found that less satisfied employees are more likely to be absent from work due to 'avoidable reasons.[39]

Tardiness and Employee turnover

In other words, satisfied worker tends to stay and dissatisfied tends to leave. It is intuitively reasonable that since workers derive different levels of satisfaction from their work roles job dissatisfaction forces an individual to leave the jobs and seek satisfaction elsewhere. In few organizations turnover and absenteeism account for a, substantial slice of total labor costs. With high labor turnover rate, the cost of recruitment, and training the new employees, which the management cannot ignore, goes up. Serious Job Dissatisfaction can result in stress and tension, which is usually the cause of a variety of physiological disorders.

Union activity

One of the surest signs of deteriorating conditions is low Job Satisfaction. In its more sinister form it is behind wildcat strikes, slowdowns, absences and employee turnover. It may be a part of grievances, low performances, disciplinary problems and other

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[38] M. J. Withey and W. H. Cooper, "Predicting Exit, Voice, Loyalty, and Neglect," *Administrative Science Quarterly,* December 1989, pp. 521-39; and W. H. Turnley and D. C. Feldman, "The Impact of Psychological Contract Violations on Exit, Voice, Loyalty, and Neglect," *Human Relations,* July, 1999, pp. 895-922.and C. E. Rusbult, D. Farrell, G. Rogers, and A. G. Mainous III, "Impact of Exchange Variables on Exit, Voice, Loyalty, and Neglect: An Integrative Model of Responses to Declining Job Satisfaction," *Academy of Management* Journal September 1988, pp. 599-627;
[39] Breaugh, J.A.," Predicting Absenteeism from Prior Absenteeism and Work Attitudes," Journal of Applied Psychology, vol. 62, 1977,pp.16-19)

difficulties. It is proved that job-dissatisfaction is a major cause for unionizations. Dissatisfaction with wages, job security, fringe benefits, chances for promotion and treatment by supervisors are reasons for employees unions. [40]

Early retirement

High Job Satisfaction, on the other hand, gladdens the hearts of administrators because it tends to be connected with positive conditions that administrators want. Although high satisfaction is the hallmark of a well-managed organization, it cannot be urged into existence or even bought.

Diminishing returns

Frequently, there is not a simple relationship between satisfaction and its consequents. For example: the greater the dissatisfaction, the greater the motivation to quit. Once people are basically satisfied, they are no longer motivated to quit. How will their behavior be different if they are **wildly satisfied** with their jobs? They will still not be motivated to quit. Thus, once employees are satisfied with their jobs, being wildly satisfied may not produce significantly different behavior.

Negative publicity

Another frequently noticeable consequence of job dissatisfaction is 'bad mouthing the organization. That is the disgruntled employee verbalizes his discontent to others in the community and makes the organization unpopular. Such negative publicity can conceivably lead to difficulty in recruiting new employees. It may also results in loss of business to a certain extent.

Moods and absenteeism

We all know that mood has an affect on people's attitudes toward life and work. Feelings and moodiness carry over from situation to situation. Life affects work and work affects life. In fact moods have been found to affect decisions and behavior over a six-month period. Researchers have been able to place these mood swings within two dimensions. One dimension is the positive side of mood. People with high positive affective moods are those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative side of moodiness. People possessing a high negative affective mood are distressed, fearful, nervous and possible angry. On the other hand a low negative affective mood is characterized by a state of calm and a relaxed attitude.

Employees with low positive moods are listless and tired. These are the employees who have a tendency to wake in the morning feeling depressed and to choose to stay home for the day. Employees reporting moods on the other end of these two dimensions were not absent from work.

Job-Satisfaction -- Its Consequences

High job-satisfaction may lead to improved productivity, increased turnover, improved attendance, reduced accidents, less job stress, and lower unionization.

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[40] Feldman and Arnold, *op. cit.,* p. 204.

Productivity

In the long-run job-satisfaction leads to increased productivity. The very important reasons for the apparent lack of direct relationship between job satisfaction and productivity are:

(a)   Measurement deficiency.

The explanation for the lack of clear-cut relationship between satisfaction and productivity may be attributable to the measurement of satisfaction as a result in the absence of objective criterion, subjective evaluation may become objectionable and unreliable. They might distort the relationship.

(b)   Performance cannot significantly vary.

The individual performance cannot significantly vary. A worker in general operates under certain technological constraints where he cannot go beyond a particular level of output.

The performance, in this intriguing model leads to two kinds of rewards intrinsic and extrinsic, where extrinsic rewards such as salary and production bonuses are under the control of organization and where intrinsic rewards such as challenging jobs, etc. stem from the job itself. Intrinsic rewards are more closely related to satisfaction.
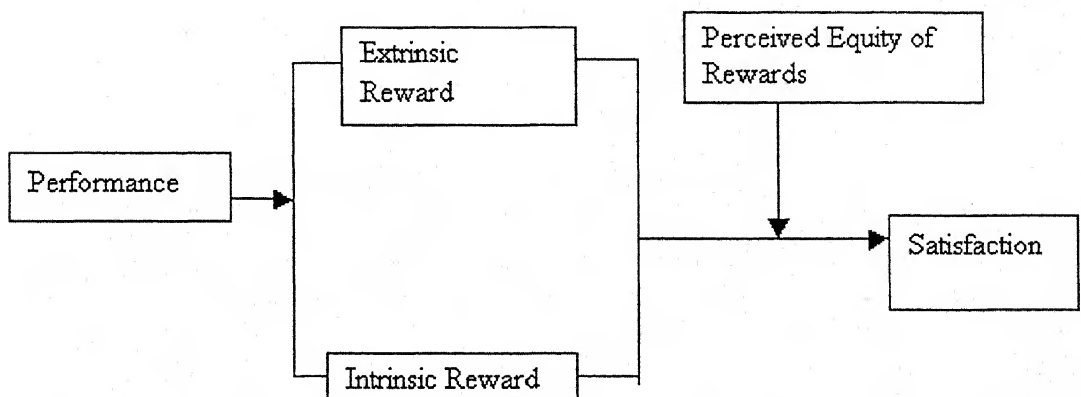
Lawler-Porter model of performance and satisfaction

Fig. 12

Criticism of the model are many first, the relationship between job-satisfaction and job performance is weak, the median correlation between satisfaction and performance is only 0.14.,secondly, there is more evidence to suggest that job performance leads to job satisfaction ,third there are some conditions under which high productivity more clearly leads to high job-satisfaction [41](employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity).

Job-satisfaction and Employee Turnover

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[41] Blair J.Kolasa, *Introduction to Behavioral Sciences for Business*, New 'Delhi; Wiley Eastern Ltd., 1978, p. 410

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for those who stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover, making the employees feel satisfied on their jobs, being one such. In four major reviews of the relationship between satisfaction and turnover. It has been demonstrated that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates.[42]

However, the withdrawal behavior of employees is modified by loyalty to the organization, as some employees cannot imagine themselves working elsewhere, however dissatisfied they are in their present jobs. Availability of other places of employment also influences turnover. If greener pastures are available, an employee does not mind going in search of them, notwithstanding the present level of job-satisfaction he enjoys.

Satisfaction and Absences

Correlation of satisfaction to absenteeism is also proved conclusively. Workers who are dissatisfied are more likely to take "mental health" days, i.e., days off not due to illness or personal business. Simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderating influence on their absences. Employees who feel that their work is important tend to clock in regular attendance.

Satisfaction and Safety

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors, they are more liable to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand.

Satisfaction and Job Stress

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes.' Prolonged stress can cause the employee serious aliments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches.

Chronic job-dissatisfaction is a powerful source of job stress. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical reimbursements. [43]In additions to the above, it has been claimed that satisfied employees tend to have better mental and physical health and learn new job-related tasks more quickly.

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[42] A recent study verifies the relationship between satisfaction and turnover see Thomas W. Lee and Richard T. Mowday 'Voluntarily Leaving an Organization: an Empirical Investigation of Steers And Mowday's Model Of Turnover An Academy Of Management Journal December 1987.

[43] Blair J.Kolasa, *Introduction to Behavioral Sciences for Business*, New 'Delhi; Wiley Eastern Ltd., 1978, p. 410

Two Faces Of Job Satisfaction.

Job satisfaction has both functional and dysfunctional consequences. The positive consequences of job satisfaction have already been stated. Employees who are dissatisfied with their jobs are prone to health setbacks ranging from headaches to heart disease. Job satisfaction helps management in terms of reduced turnover, reduced absences, reduced job stress and reduced medical and life insurance costs. Satisfied employees are happy and better citizens. However, job satisfaction has been overemphasized. Its benefits to the management are contingent upon fulfillment of several other variables.

All things considered, practicing managers and organizational behavior researchers would agree that job-satisfaction is important to an organization. When job satisfaction is low, there seems to be negative effects on the organization. So, if only from-the standpoint of viewing job-satisfaction as a minimum requirement or point of departure, it is of value to the organization's overall health and effectiveness and is deserving of study and application in the field of organizational behavior.

Non-job-oriented people tend not to be emotionally involved with their work. This relative indifference allows them to accept frustrating conditions at work more willingly.
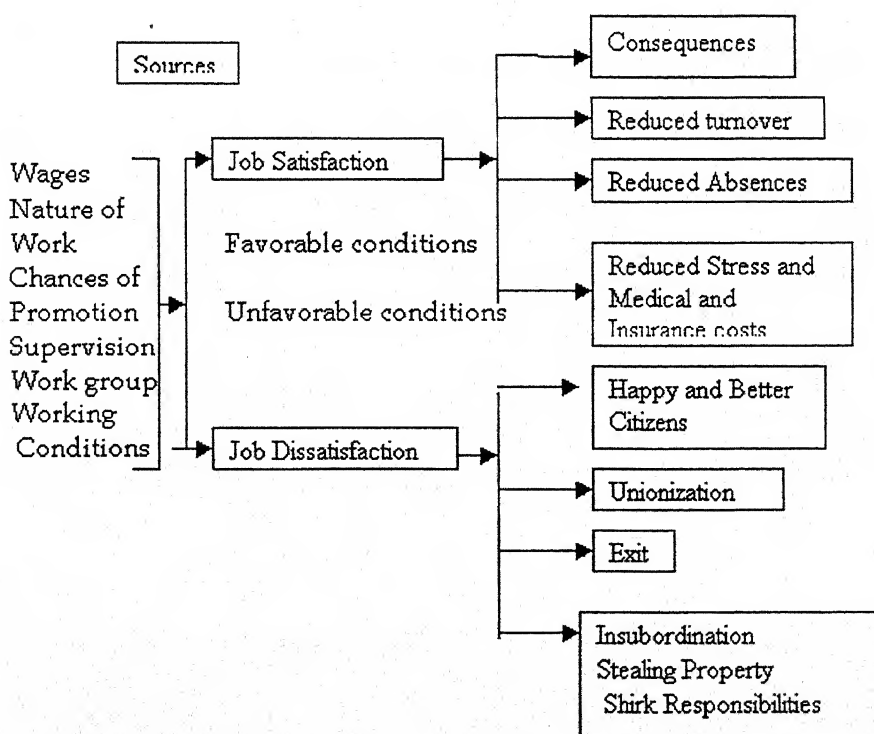
Causes and Consequences of Job Satisfaction and Dissatisfaction

Fig. 13

6. LITERATURE SURVEY

Introduction

Banks do constitute a very important part of total infrastructure of economy. They contribute a very large share to the total circulation of funds and goods in the community. It is the duty of every citizen whether he is bank employee or not, to understand how the banking system is functioning. The economic development of any nation is greatly influenced by the functioning of its banking industry. Chawla points out that it is not very unusual to find that in the history of economic growth in different countries of the world, the importance of banking institutions and their role in national development is significant. Indian banking system is having two components viz -commercial banks and co-operative banks. [44] It is federal in its structure.

By now it is recognized worldwide that human resources development (HRD) is a tool for business improvements. Researches show that a good HRD strategy supported by appropriate personnel policies can do a lot in terms of increasing customer, employee and stakeholder satisfactions. The economy of country largely depends on the bank industry as huge amount of transactions take place every seconds. Business improvements of banks depend a good degree on employee and customer satisfaction. [45]

Job satisfaction is a very important aspect of employee satisfaction. Employee dissatisfaction is also enhanced by the number of times a bank is closed due to strikes. Not merely the closure, but the threat of closure itself adds to dissatisfaction. Leaders of officers' unions and associations should realize this. Banks live on the customer's money and their duty is first to serve the customer. The HRD has a role in this to put the customer first in the minds of employees. Satisfied employees are likely to serve the customers better and create more positive encounters. The human resources development department should conduct employee-satisfaction surveys from time to time. The time has come for unions and associations to work hand-in hand with the HRD staff for improving the work culture and image of banks. [46]

To bring in limelight the status of employee job satisfaction several researches have carried out related studies. Few of them have been referred in my research work based on the theme the job satisfaction of bank employees and summary/ glimpses of these studies are being stated in my work.

Literature Review

Hackman and Oldham's job diagnostic survey (JDS, 1915) [47]included five major

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[44] Chawla A S (1987), Nationalization and growth of Indian Banking, New Delhi, Deep and Deep publication.

[45] Organization for European Economic Cooperation. *Terminology of Productivity,* Paris, 1950, p. 4.

[46] Copyright © 1998 Indian Express Newspapers (Bombay) Ltd. This story was printed from Net Express located at http://www.expressindia.com. Net Express provides a portal to India, with news from The Indian Express and The Financial Express along with sites on travel and tourism, the entertainment industry, the power sector, the environment and much more.

[47] Hackman J.R. and Oldham, G. R. 1975 Development of the Job Diagnostic Survey Journal *of Applied Psychology,* 60, 159 – 170.

variables, namely, skill variety, task identity, task significance, autonomy and feedback from the job. Herzberg's classification included the job content and context factors. Turner and Lawrence in 1965 [48] focused on job responsibility, autonomy, meaningfulness of the job, task identity and task variety. Hackman and Lawler in 1971 [49] considered six job dimensions, 'namely, variety, autonomy, task identity, feedback, dealing with others and friendship opportunities. Van de Ven's Organizational Assessment Instruments (OAI) included the following variables: Job specialization, job expertise, job standardization; job authority, job pressure, job accountability, job feedback, expectation of rewards and sanctions. [50]

In this study, four-core job variables were considered, namely, job authority, job accountability, job feedback and expectation of rewards and sanctions. These four core job variables were considered essentially to bank jobs. Job authority refers to the extent of influence an employee has regarding decision making on the job.

Studies have shown that job autonomy and job satisfaction were direct reciprocal causes of each other. The extent of influence and control a work can exercise in the job environment to a large extent will determine his willingness to work on the job.

The outcome variables or the consequence of the job characteristics were examined in relation to work motivation, job involvement and work involvement. Several studies have recognized the importance of job or intrinsic worth of the job as a motivational factor. Many theories have been put forward regarding work motivation showed that the vertical location of management positions appears to be an important variable in determining the extent to which psychological needs "are fulfilled. He found that the higher order psychological needs are relatively the least satisfied needs in both bottom and middle management.

Job involvement and work involvement are two other variables included in the study and indicate the person's psychological identification with one's own job and work. - The attitude of job involvement or job alienation represents the degree to which the total job situation is thought of as being central to one's life or self-concept. Seesman (1971) uses the term "self estrangentent when the employee does not gain anything intrinsically meaningful, rewarding and satisfying. An involved employee expects his work to be intrinsically rewarding, because he thinks work provides him the opportunity for self-expression. [51]

Job involvement is a more specific belief regarding one's relationship with one's present job unlike work involvement, which is involvement with work in general [52]. A study done by Morse, Weiss and Griggs (1954) has provided evidence that work has

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[48] Turner, A.N. and Lawrence P.R. 1965, *Industrial Jobs and the Worker.* Boston: Harvard Graduate School of Business Administration

[49] Hackman, JR. and Lawler, E. 1971, Fmployee Reactions to Job Characteristics Journal *of Applied Psychology Vol 55,* 259-286

[50] Van de Ven, H. and Ferry D.L 1980, *Measuring and assessing organizations,* Wiley - Inter Science.

[51] Kanungo, R.N..I. Sasi,B.M. and Dayal, 11975, Relation of Job Involvement to Perceived Importance and Satisfaction of Employees Needs, *International Review of Applied Psychology,* 24, No. I 49-59.

[52] Lodahl, TM. And Kejner, M 1965, The Definitions and Measurement of Job Involvement, *Journal of Applied Psychology,* 49, 24 - 33.

different meanings within the different subcultures (defined by jobs levels) of the U.S Work is likely to be seen as a means to an economic end by the unskilled worker, while it has intrinsic meaning for the white-collar worker.[53]

In another study an attempt had been made to prepare ground for future research by understanding what has been happening to productivity of the Indian banking industry, since nationalization of 14 major banks in 1969. SBI and its subsidiaries along with banks nationalized in 1969 were taken up for analysis.

The objectives of the study were to study the time trends in productivity in 22 public sector banks since the 1969 nationalization of 14 commercial banks, to examine the intra group and inter bank differentials of productivity by classifying banks into two groups, SBI Group and 14 major commercial banks (nationalized in 1969), to compute the productivity trends in bank groups and study the inter group differentials and to study productivity performance of the industry as represented by aggregate of the 22 public sector banks.

The major findings of the study concluded that UCO's performance was the poorest. [54]It was the only bank, which showed decline in employee productivity. Even per branch, and financial indicators of productivity show that it recorded one of highest decline in productivity. [55]The results suggested that unless corrective actions are taken, bank would soon be in the red. In fact, according to recent reports bank is already in deep trouble. Other banks with poor growth in employee productivity were MAHA, ALLAHA, SBP, BOI and SBS. The banks, which showed decline in branch productivity, were (in the decreasing order of decline rate)-ALLAHA, UCO, UBI, BOI, CBI, DENA and MAHA. Out of these banks last five were from the SBI group. Therefore in addition to UCO, there is need to go into reasons for poor productivity growth especially of MAHA, ALLAHA and DENA. Banks, which showed higher growth in employee productivity, were (in the order of decreasing growth rate)- INDIAN, SBI, UNION, IOB and SBH. Banks, which showed relatively higher growth in branch productivity, were (in the order of decreasing growth rate)-IOB, INDIAN, SYNDI, CANARA and SBBJ. INDIAN and IOB stand out in productivity growth. Others, which showed good performance, were UNION. SBI, SBH. SYNDI and CANARA. Certain indicators show some improvement in productivity of SBBJ. SBT and PNB, however, no definite inferences can be drawn on the basis of one or two indicators.

Another study was carried out by K.B. AKHILESH & MARY MATHEW on BANK JOBS IN RELATION TO WORK MOTIVATION, JOB AND WORK INVOLVEMENT to understand employee's perceptions about the job and the relationship of job characteristics to the desired work behavior.

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[53] Morse, N.C., Weiss R., and Griggs, R. 1954, Attitudes Toward Work. Unpublished study, *Institute for Social Research, University of Michigan, Ann Arbor*

[54] Williamson, T.R. and Edward J.K. 1970, Job Satisfaction Variables Among Female Clerical Workers, Journal *of Applied. Psychology.* 54, No.4, 343 - 349.

[55] Lee, RM., Lynn B. and Miller Kenneth, J. 1981 Sex, Wage Earner Status, Occupational Level and Job Satisfaction, *Journal of Vocational Behavior,* 18 No.3, 362. 373

Analysis and the results of the present study were in two stages. In the initial analysis, the means and 'standard deviations for core job variables and outcome variables were calculated for the group. In the second stage of the analysis, correlation coefficients between each of the four core job variables, namely, job authority, job accountability, job feedback rewards and sanctions and each of the three job outcome variables, namely, work motivation, job involvement and work involvement were calculated for the group as a whole.
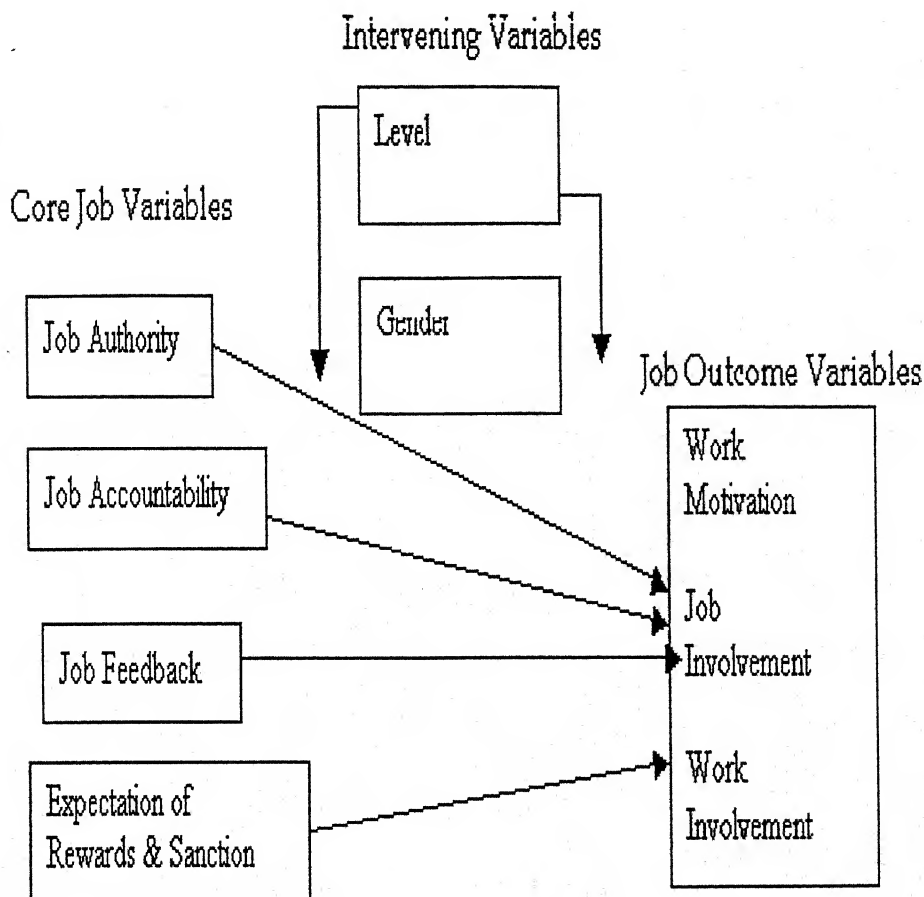
Hypothesized Relationship between Core Job Variables and Job Outcome Variables

Fig. 14

Job feedback received a mean rating of 2.90 from the group as a whole. This is a rather low rating compared with the rating given far the other job variables. It appears that the employees do not get enough feedback regarding their work and performance. Constant feedback from the superiors and peer group is necessary to improve performance. The group as a whole has rated the job variable "expectation of rewards and sanctions" at 3.14 showing that the group expects to receive rewards (verbal, monetary, informal, formal) for good, pleasing behavior and performance, and sanctions and punishments far misconduct or performance not up to the mark.

Among the four core job variables jab authority received the highest rating. Regarding job involvement, the employees do feel involved with their job to a certain extent (mean rating of 3.25), and that the job is central to one's life. Job accountability is significantly correlated (0.01 level) with both outcome variables of work motivation and job involvement for the group as a whole. Regarding level-wise analysis', a significant relationship (0.01 level) was found between job accountability, work motivation and job involvement for the offices group.

Job feedback increases job involvement, especially in the case of officers, male and female employees. Significant correlations were found between expectation of rewards and sanctions and job involvement (0.01 level) and work involvement (0.05 level) for the group as a whole .A low correlation was observed with the outcome variable work motivation for the group. Expectation of rewards and sanctions correlated significantly with job involvement for clerks (0,05 level) and officers (0.01).

An increase in the job authority, job accountability, and job feedback also increases the work motivation of the individual. A significant correlation was found between work motivation and these three core job characteristics. Only expectations of rewards and Sanctions correlated with work involvement showing clearly that there are other variables that influence the work involvement of an employee. The significant factor influencing the clerical level is job feedback. The job redesign effort must note this significant factor that only through increased job' feedback can work motivation be improved. Job, involvement could be improved through bringing about change in job authority, job accountability, job feedback and expectation of rewards and sanctions' at the officers level. However, it should be noted that at the clerical level, the only significant factor associated with job involvement is the variable expectation of rewards arid sanctions. Banks have to re-examine their policies towards rewards and sanctions if they have to increase job, involvement among their clerical level employees.

A Comparative Analysis of Job Satisfaction Among Public and Private Sector Professionals was carried out by David Barrows and Tom Wesson to compare the views of public and private sector professionals toward their work in light of the radical changes in the administrative environment that have occurred during the 1990s.

It was taken for granted that research on downsizing will focus on private and public sector firms, as downsizing is also very prevalent in the public sector. The effects of public sector downsizing were of particular interest for several reasons. First, the public sector is highly labor intensive and relies upon professionals from all fields. In fact, government is one of the largest employers of professional workers. [56]Furthermore, the public sector relies on the expertise of such professionals to effectively implement government policies. No matter how well designed a policy or piece of legislation may be, the results of such policies are contingent on how well they are implemented.

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[56] Levin, H. 1980 Womanizing Wade. *Professional Psychology*, No:3. 360- 368.

A recent Executive Institute Alumni Association Survey in the United States indicated that public careers are not recommended for young people .The downsizing of the public sector also carries with it potential economic costs. As more and more government employees are displaced and turnover rates increase, the costs of retraining and repositioning employees grow steadily. There is also concern that the effects of the reduced morale, which often accompanies D&R, could have grave consequences in the public sector. The popular caricature of the bloated and bureaucratic civil service greatly belittles the essential role civil servants play in both policy design and implementation in modern democracies. If our civil service is left disgruntled and discouraged by poorly conceived and executed D&R initiatives, the effectiveness of our government will be greatly reduced.

In addition to the effects mentioned above, potential increases in employee absenteeism stemming from downsizing and restructuring can create further costs in productivity and expense. The 1993 World Labor Report by the UN's International Labor Organization claimed that stress has become one of the most serious health issues of the 20th century.[57] The report also points to the staggering costs that result from job stress.

Furthermore, the literature that exists is varied and inconclusive. One issue on which there is apparent agreement is the lack of data available on this topic. There is a barely palpable literature comparing the attitudes of employees in each of the public and private sectors. [58]

Another study has been carried out aiming at The Impact Of Organizational Culture On Employee's Morale [59]to compare commercial and co-operative banks on eleven dimensions of organizational culture and five dimensions of employee morale. The results indicate that organizational culture as well as employee morale of commercial and co-operative banks is significantly different. It was also noted that organizational culture positively correlates with employee morale.

Various authors have given different dimensions of organizational culture. These areBikash Bhadhury[60], Stephens Robbins[61], Shailendra Singh ,[62]Baldev R .Sharma ,[63]Trice and Beyer [64],Lawrence James and Allan Jones[65] and so on. More recently,

[57] Hulin, C.L. 1966, Job Satisfaction and Turnover in a Female Clerical Population, J*ournal of Applied Psychology*- 50 280 – 285

[58] Wild, R. 1970, Job Needs, Job' Satisfaction and Job Behavior of Women Manual Workers, *Journal of applied Psychology*, 54,No. 2, 162.

[59] 'UCO Bank fails to curb indiscipline', *Indian Express*, Nov, 20,1989, p, 13.

[60] Bhadhury Bikash, "Work Culture: An Exposition in Indian Context," Vikalpa, the journal of decision makers, Vol.16,No. 4, Oct.-Dec.1991, pp.34-35

[61]4Robbins Stephen R, "Organisational Culture", Organisational Behaviour, Prentice Hall of India Private Limited, New Delhi,1991,p.573

[62]Shailendra Singh, ? Frustrations in Organizations: Relationship with organizational Climate?, Indian Journal of Industrial Relations, vol 23, no. 4, April 1988,pp.446-460

[63] Sharma Baldev R and Venkata Ratnam CS, "Organizational Climate and Supervisory Management Relations in Bharat Ispat Nigam.", Indian Journal of Industrial,Vol.23,No. 1,July 1987, pp.3-

[64] Trice HM and Beyer JM, " Studying Organizational Cultures through rites and ceremonies", Academy of Management Review, 9,pp.653-669,

[65]. Lawrence R James and Allan P Jones, "Organizational Climate: A Review of Theory and Research", Psychological Bulletin, 81, Dec.1974, p.1078

Chapter Two

FACTORS OF JOB SATISFACTION

1. **Various Factors Of Job Satisfaction**

2. **Measurement Of Job Satisfaction**

   A. **Introduction**

   B. **Techniques Of Measurement Of Job Satisfaction**

3. **Relationship Between Satisfaction And It' Derivatives**

4. **Increasing Job Satisfaction: - Ways And Means**

   A. **Introduction**

   B. **Techniques Of Raising The Job Satisfaction Level**

INTRODUCTION

Job Satisfaction is not an independent variable, but rather a dependent variable .The level of Job Satisfaction in a person's job depends upon a number of factors. An extensive review of literature indicates that the important factors conducive to Job Satisfaction are Job Design and Quality of Work Life (QWL), job involvement, job performance, productivity, and sense of competence, mentally challenging work, equitable rewards, supportive working conditions, supportive colleagues etc.[67] Any change in any of the factors of job satisfaction is bound to bring about a change in the level of Job Satisfaction of incumbent.   Sense of competence and job involvement mutually reinforce each other. High sense of competence and job involvement produces high job satisfaction and productivity. When the factors of job performance and productivity like job satisfaction, sense of competence and Job involvement are high, there is congruence between the employee and the Job Satisfaction and this leads to high level of Job Performance

Satisfiers are also called Motivators. Some of the earlier researches of Job Satisfaction have identified the factors affecting Job Satisfaction and are of the opinion that they are more important than hygiene factors. [68] According to them five factors that act as determinants of Job Satisfaction and dissatisfaction are

Satisfiers	Dissatisfiers (hygiene factors)
Achievement	Ineffective Supervision
Recognition for	Work Low Salary
Responsibility	Company Policy and Administration
Advancement	Interpersonal Relations
Work it self	Working Conditions (Which are also called as)

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[67] Wood, Oliver G. and J.R. Richardson, 'Quality Circles Begin in Bank Operations', *The Bankers' Magazine*, July-Aug., 1982, pp. 12-14

[68] *R.A. Katzell, D.E. Thompson, And R.A. Guzzo,"How Job Satisfaction and Job Performance Are and Are not Linked," in C.J. Cranny, P.C. Smith, and E.F. Stone (eds.), Job Satisfaction (New York: Lexington Books, 1992,pp.195-217).*

Schematic Representation Of Factors Of
Job Satisfaction

Job satisfaction is a general attitude, which is the result of many specific attitudes in three areas, namely specific job factors, individual characteristics, and group relationships outside the job. Other factors of job satisfaction include culture, relationship with peers and subordinates and recognition of work. Whenever any employee in an underdeveloped economy finds a job with higher security and regular return, he/she is satisfied. Moreover, the culture of state also believes in "Earn and enjoyment" philosophy.[69] In addition to that the people of this state believes in business much than the job. So a tendency of lack of commitment has been noticed among employees.

Although many such factors have been identified, these fall into two broad categories: those relating to the organization and the job performed, and those relating to the personal characteristics of the employees themselves many factors influence job satisfaction of employees. Review of research reveals that the following important determinants of Job Satisfaction can be broadly classified into various categories:

```
        ORGANISATIONAL
           FACTORS

PSYCHOLOGICAL
   FACTORS
                                WORK
                            ENVIRONMENT
                               FACTORS
PERSONAL
FACTORS
                  JOB
               SATISFACTION
                                ECONOMIC
                                 FACTORS
PERFORMANCE
  RELATED
  FACTORS
                            DEMOGRAPHIC
                              FACTORS

            TECHNICAL
             FACTORS
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Fig. 15

• [69] Triandis, H.c. (1994). *Culture and Social Behaviour*, McGraw-Hill, New York.

Sub Factors Of Psychological Factors Influencing Job Satisfaction
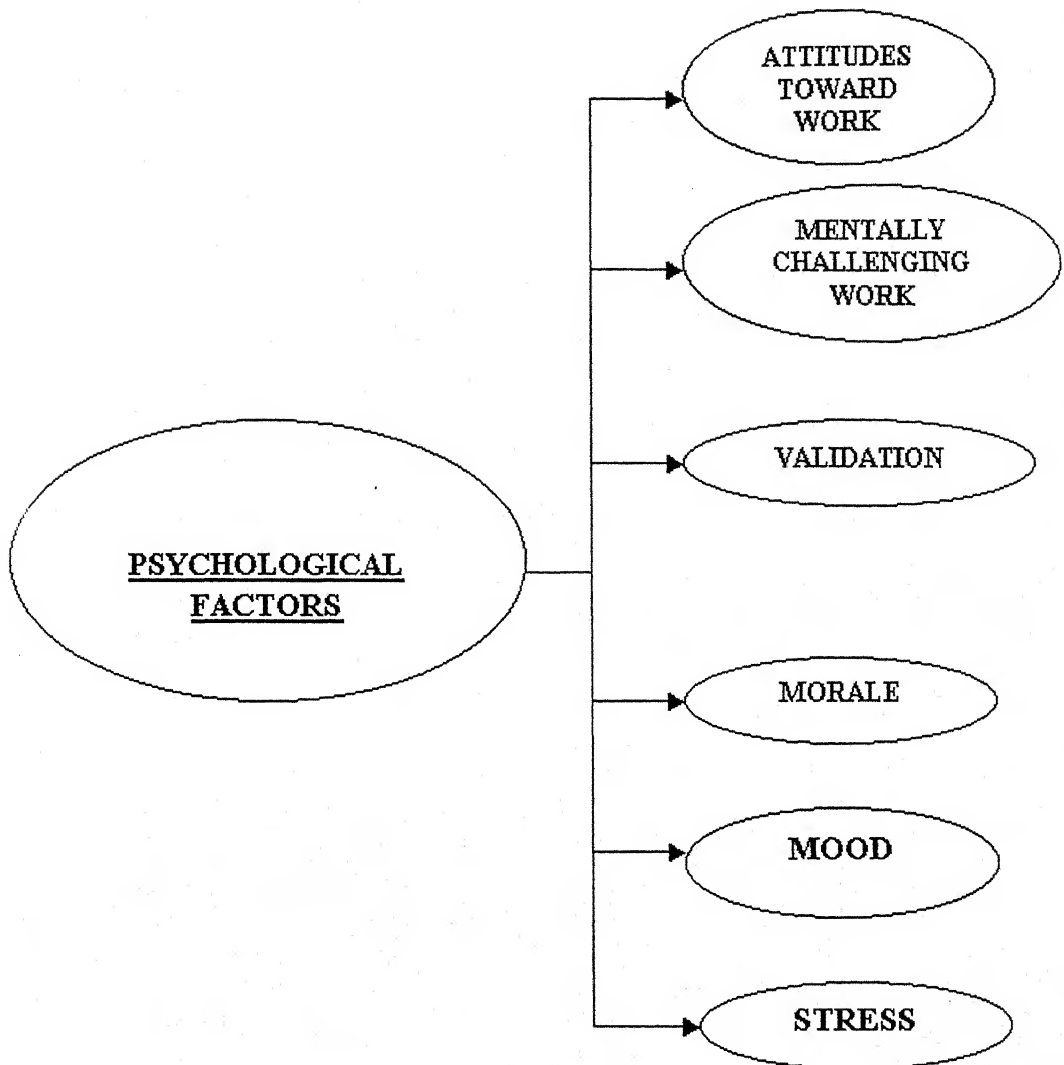
Fig. 16

Psychological Factors

a)   Attitudes Towards Work

This category measures various dimensions of work and people's jobs. These measures are not analogous to a job analysis, where the actual tasks and behaviors required for those tasks are delineated. Rather, attitude scales measure the perceptions of a given position. These perceptions can affect how well individuals perform in their positions. There are numerous aspects that can be measured, and include such issues as job satisfaction, role clarity, role conflict, autonomy, participation in decision making, and job involvement. Job Satisfaction is the degree to which employees are satisfied and happy with their jobs.

Role Clarity is knowledge of exactly what behavior is expected in one's job, e.g. knowing what one's responsibilities are, and by knowing beforehand one's responsibilities one can perform efficiently and effectively which ultimately leads to Job Satisfaction.

Role Conflict is the extent to which two or more pressures occur together such that complying with one would make doing the other more difficult e.g. bending a rule or policy in order to carry out an assignment. If one has to perform without facing any role conflict, they feel more Job Satisfied than others.

Autonomy is the extent to which employees have a say in the scheduling of their tasks, as well as decisions regarding the procedures to be followed and equipment to be used in their work, e.g. one is able to act independently of their supervisor in performing their job function. The greater is the degree of autonomy and responsibilities the higher satisfaction tends to be. Hence it has been found that autonomy also affects the level of Job Satisfaction.[70]

Participation in Decision Making is the extent to which employees participate in setting the goals and policies of the organization, e.g. if one can help in making decisions which affect their work. If employees are consulted from time to time they generally feel that they know much about their jobs and experiences a feeling of contentment, which provides them Job Satisfaction, which ultimately leads to enhance the moral of the individual. It has been found that people with high moral values are more satisfied with their jobs.

Job Involvement is the degree to which employees are committed to and involved in their job e.g. not minding spending a half-hour past quitting time if one can finish a task.[71] Attitudes have negative beliefs and feelings but these may predispose people to behave in ways consistent with these attitudes, for example, it would not be surprising to find that someone who does not like members of a certain minority group refuse to work alongside someone who belongs to that group, or even to sit next to such an individual in the company cafeteria.[72]

Hence it can be concluded that Employee Attitude are important to monitor, understand, and manage. They develop as the consequences of the feelings of equity or inequity in the reward system, as well as from supervisory treatment. Hence Managers should particularly concerned with job satisfaction, job involvement and organizational commitment Job Dissatisfaction may lead to increased absenteeism, turnover and other undesirable behaviors. Higher job involvement leads to higher levels of dedication and productivity in workers. High performance and equitable rewards encourage high satisfaction through performance satisfaction effort lop. Higher satisfaction usually is associated with lower turnover and fewer absences. [73]

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[70] D.B. Trow. "Autonomy and Job Satisfaction in Task oriented Group", Journal *of Applied Social Psychology*. Vol. 54 (1957). Pp. 204-209.

[71] Kanungo, R.N. 1982, Measurement of Job Involvement and Work Involvement. *Journal of Applied Psychology*, 67 No.3, 341 - 349.

[72] G. J. Blau and K. R. Boal, "Conceptualizing How Job Involvement and Organizational Commitment Affect Turnover and Absenteeism," *Academy of Management Review*, April 1987, p. 290.

[73] C. Ostroff, "The Relationship Between Satisfaction, Attitudes, and Performance: An Organizational

b)   Mentally challenging work

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make-work mentally challenging. Jobs that have too little challenge create boredom but too much challenge creates frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction.

c)   Validation

When it's lacking people are cubby holed in various corners of the system -- to such a degree that the corner is all they see. The work grinds on endlessly, giving people few opportunities to sit back and take in the results of their efforts. Customer contact is limited to chance encounters, most of which involve complaints. Contact with customers (internal and external) is a routine part of doing business, giving employees a first-hand view of how their products/services are used. [74]

d)   Morale

Morale and Job Satisfaction are interlinked positively, and so **Human Relations** are, closely related to both morale and job satisfaction. Job Satisfaction is Satisfaction which one gets from his work or by performing it. Strong and well-established attitudes or a feeling of fulfillment which the worker gets performing a particular job can be called Job Satisfaction. Hence, Job Satisfaction is closely related to some forms of work related behavior.

Job Satisfaction is an **attitude of contentment** formed by an employee towards his job or task on the basis of the job satisfaction derived from any of the job factors: individual adjustment, group relationship, work environment or his/her interaction with the work environmental factors. It is a sense of mental accomplishment and disposition backed by the fulfillment of the employee's expectation of the job and achievement of the rewards received from the job.

Morale and job satisfaction are positively linked, while **productivity** is closely related to job satisfaction. It is observed that the three variables viz. morale, productivity and job satisfaction may have a circular / cyclic relationship i.e. any one of them can lead to the other two, or decline of any one of them can result in the decline of the other two.

e)   Mood

We all know that mood has an affect on people's attitudes toward life and work. Feelings and moodiness carry over from situation to situation. Mood swings within two dimensions positive and negative. People with high positive effect of moods are

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Level Analysis," Journal *of Applied Psychology,* December 1992, pp. 963-74; and A. M. Ryan, M. J. Schmit, and R. Johnson, "Attitudes and Effectiveness: Examining Relations at an Organizational Level," *Personnel Psychology,* Winter 1996, pp. 853-82.

[74] Donald D. White and David A. Bednar, *Organizational Behavior, Understanding and Managing People at Work,* Boston; Allan and Bacon Inc., 1986, p. 126.

those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative impact of moods. People possessing a high negative effect of mood are distressed, fearful, nervous and possibly angry. On the other hand a low negative affective mood is characterized by a state of calm and a relaxed attitude. Decisions made as a result of a high positive mood are quiet different from those resulting form a high negative mood.[75]

f)   Stress

When the stress accumulates continuously for a longer period of time, job satisfaction becomes low. Jobs are more stressful if they interfere with employees' personal lives or are a continuing source of worry or concern. The stress also accumulates if an employee is not able to make a balance with job work and personal life, if the work is not evenly (fairly) distributed within work teams. Stress may also result due to lack of review work procedures in order to remove unnecessary "red tape" or bureaucracy in the organization or system to minimize the stress in the employee the supervisors should try to manage the number of interruptions employees have to endure while trying to do their jobs. Some organizations utilize exercise or "fun" breaks at work in order to reduce and eliminate the accumulation of stress because stress has reciprocally related to Job Satisfaction.

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[75] F. J. Smith, "Work Attitudes as Predictors of Attendance on a Specific Day," *Journal of Applied Psychology,* February 1977, pp. 16-19.

Sub Factors Of Economic Factors Influencing Job Satisfaction
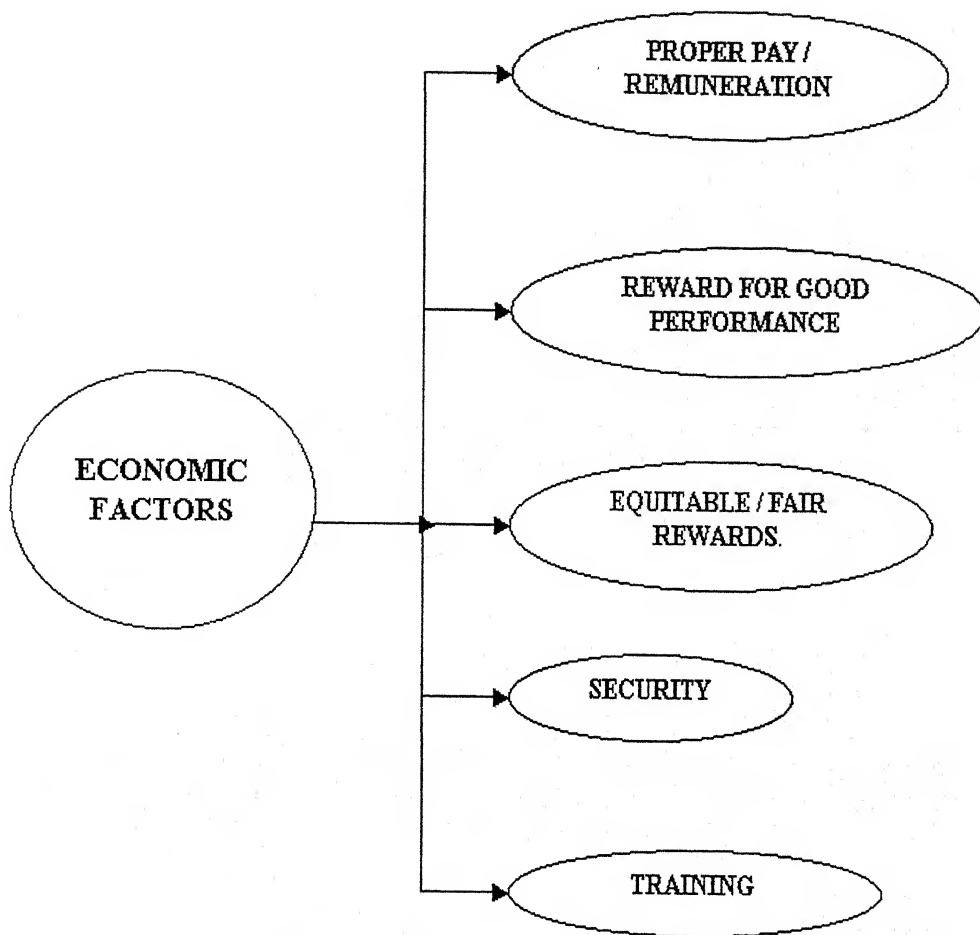
Fig 17

Economic Factors

a) Proper Remuneration / Pay

Management has greatly over emphasized the importance of pay as a factor in job satisfaction. Most studies have found that pay ranks well below security, type of work etc. The relative importance of pay will probably change with the labor market, economic conditions and with employee's beliefs about the job situation. Remuneration is the main base of Job Satisfaction. It is expected that benefits should be fairly distributed. A good wage system is considered as an important determinant of Job Satisfaction. If the attractive and proper remuneration is given to the employees for their job, they will feel more satisfied; it will give him more Job Satisfaction.

b) Rewards for good performance

It has been observed that individuals can be motivated for good performance by proper design of the rewards for good performance, which itself depends on design of their work environment and praise for their performance. Punishment for poor performance can also reduce the negative performance. Only thing, which is required, is the analysis of work situation to determine what causes workers to act the way they do, and then initiate changes required eliminating troublesome areas and obstructions to performance. Specific goals are to set with workers participation and assistance, prompt and regular feedback of results should be made available and performance improvements should be rewarded with recognition and praise. Even when performance does not equal goals, ways should be found to help people and praise them for the good things they do. The Psychologist B.F. Skinner of Harvard developed a theory called reinforcement Theory having positive and negative reinforcement. Perhaps the strength of the Skinner approach is that it is closely akin to the requirements of good managing. It emphasizes removal of obstructions to performance, careful planning and organizing, control through feedback and the expansion of communication. Clear contingencies between performance and rewards are desirable in the resent scenario.

c) Equitable / Fair Rewards.

Employees want pay systems and promotion policies that they perceive as being just, unambiguous, and in line with their expectations. When pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. An employee seeks fair promotions policies and practices. Promotions provide opportunities for personal growth, more responsibilities and increased social status.[76]

Employees are more satisfied when they feel they are rewarded fairly for the work they do. It is not only that rewards helps to bring up the job satisfaction level of employees but rewards for genuine contributions to the work and organization consistency in the reward policies is what that boosts up the employees moral which is again directly related to job satisfaction. As an added benefit or what we call fringe benefits such as subsidy on LPG, free medical services to family members, free transportation to local areas etc., employees who are awarded fringe benefits experience less stress.[77]

d) Security

An average employee will think of job security first rather than other factors to get settle in life. It has been seen that employees secured in job are more satisfied in their job. But security is of less importance to the better educated person, perhaps because

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[76] L.A. Witt and L.G. Nye," Gender and the Relationship Between Perceived Fairness of Pay or Promotion and Job Satisfaction, " Journal of Applied Psychology," Dec. 1992,pp. 910-17.
[77] Alison E. Barber Randall B. Dunham And Roger A Formisano The Impact Of Flexible Benefits On Employee Satisfaction A Field Study," Personnel Psychology, September 1992.

there is not so much fear of layoff in the kind of jobs that the highly educated obtain, or the highly educated are justifiably more confident of being able to find other jobs if necessary.

e)   Training Arrangements

Arrangements of training also satisfy the employees because trained employees can do work easily and more efficiently Advancement in career is possible in someone's earlier years only and this chance can be grabbed by all who passes departmental examination. But once you are promoted unless your turn come, even though you have passed another examination one is not promoted hence one is dissatisfied.

Sub Factors Of Technical Factors Influencing Job Satisfaction

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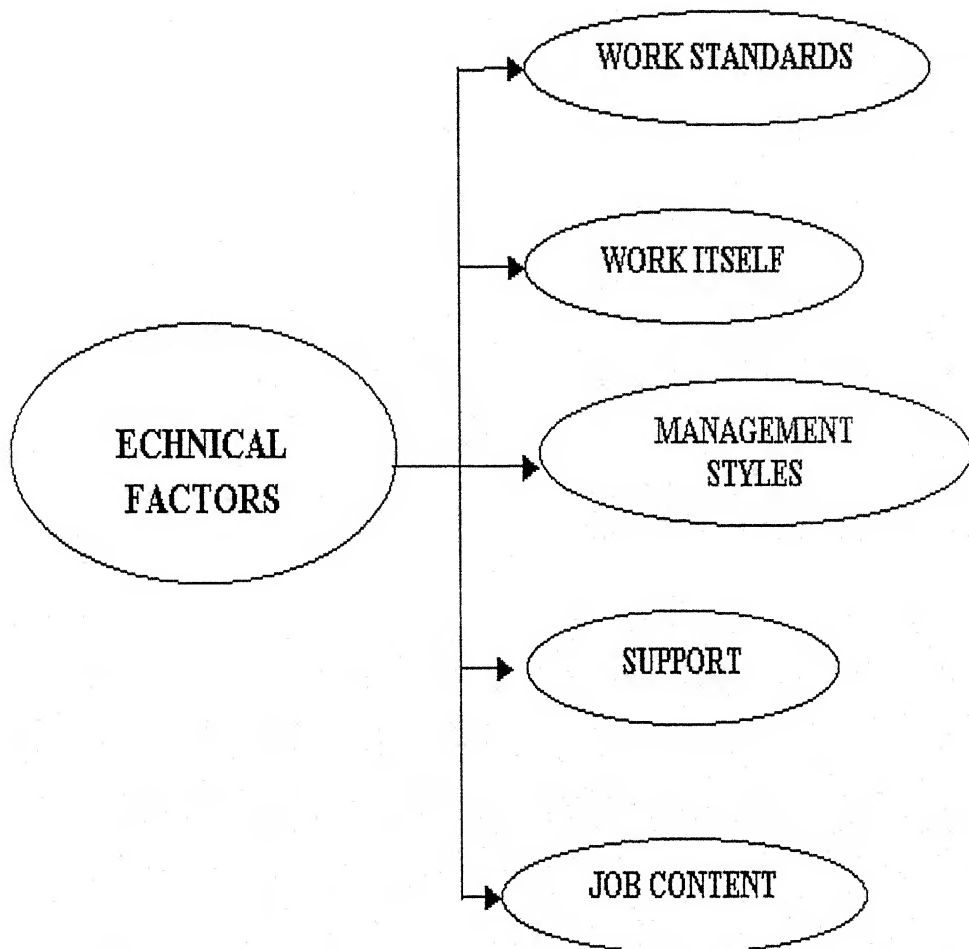
Fig 18

Technical Factors

a)   Work Standards

It has been found that employees are more satisfied when their entire workgroup takes pride in the quality of its work. The communication between employees and customers should be encouraged. Quality gains importance when employees see its impact on customers. It has been also proved that development of meaningful measures of quality and celebration of achievements in quality also helps to bring up the job satisfaction level of employees.

b)   Type of work

The most important factors inherent in the job is type of work. Nature of Job affects Job Satisfaction of employees. If the work is interesting, and not fatiguing and if they have to do the work of similar nature for a long time employees feel dissatisfied. On the contrary, if the work of an employee is of different type, it gives more Satisfaction Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that their contributions to the practice result in positive outcomes and good health care for your patients.

c)   The Effects of Different Management Styles

Values, beliefs, and experiences help form an individual's character. Although these attributes are similar in some mind-sets, a vast majority of people will hold dissimilar characteristics. To effectively function, businesses must integrate these dissimilar people into functional groups that are geared towards mutual results. These individuals are initially motivated by the need being satisfied by the job's salary. But, any conflict between themselves and top management or coworkers can cause dissatisfaction and a desire to obtain a new position within another company. [78]

The empowerment develops, a sense of mutual loyalty and respect towards the managers and the company. Through clearly established communication lines, one is able to define and accentuate not only both manager's expectations, but also one's own as well. The authoritarian style, exerted upon them, felt like a punishment, rather than a reward for all the years of loyal service. The team was used to having responsibilities and the empowerment that should come along. Instead, everything they did had to be approved by the manager. Communication and expectations were stated in such vague manners, the employees felt as if they were out of the "loop" of information.

Manager's are individual's with high levels of responsibility. One can compare a good coach and a good manager.

d)   Support

When it's lacking When people ask for support, management responds with skepticism: "Are you *sure* you need that information? You're the first group to ask for it." There's widespread agreement that when a person or group undertakes a project, the organizational odds are stacked against them. There may even be the workplace equivalent of a black market. When it's thriving employees are given the resources (information, time, funding, expertise, tools, etc.) they need to be successful in their work. Management knows when to get involved and when to stay out of the way.

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[78] Edwin B. Flippo, "Principles of Personnel Management", 4th edition (Tokyo, McGraw-Hill Kogakusha, 1976), p. 5.

e)   Job content

Another influential factor of job satisfaction is the job content. Job content refers to the factors such as recognition, responsibility, advancement, achievement, etc., in the jobs employees' perform. It has been found that repetitive nature of task is the most dissatisfied factor, and pay and security were satisfying factors.

Herzberg, Mausner and Snyderman hold the view that job content factors such as achievement, recognition, advancement, responsibility and the work itself tend to provide satisfaction but their absence does not tend to create dissatisfaction. On the other hand, un-favorable job context factors such as poor supervision, working conditions, company policies, salary, etc., tend to produce dissatisfaction but their presence does not produce satisfaction." [79] Herzberg had formulated this theory on the basis of their interviews with accountant, and engineers. Walker and Guest's study of assembly line workers in a automobile plant showed that at least one job content factor, the machine-paced repetitive nature of the work was the most dissatisfying factor, whereas, pay and security, both job context factors, were the most satisfying factors."[80]

[79] F. Herzberg. B. Mausner and B, Snyderman, *op, cit.*
[80] C.R. Walker and R. H. Guest, *The Man on the Assembly line* (Cambridge: Harvard University Press

Sub Factors Of Organisational Factors Influencing Job Satisfaction

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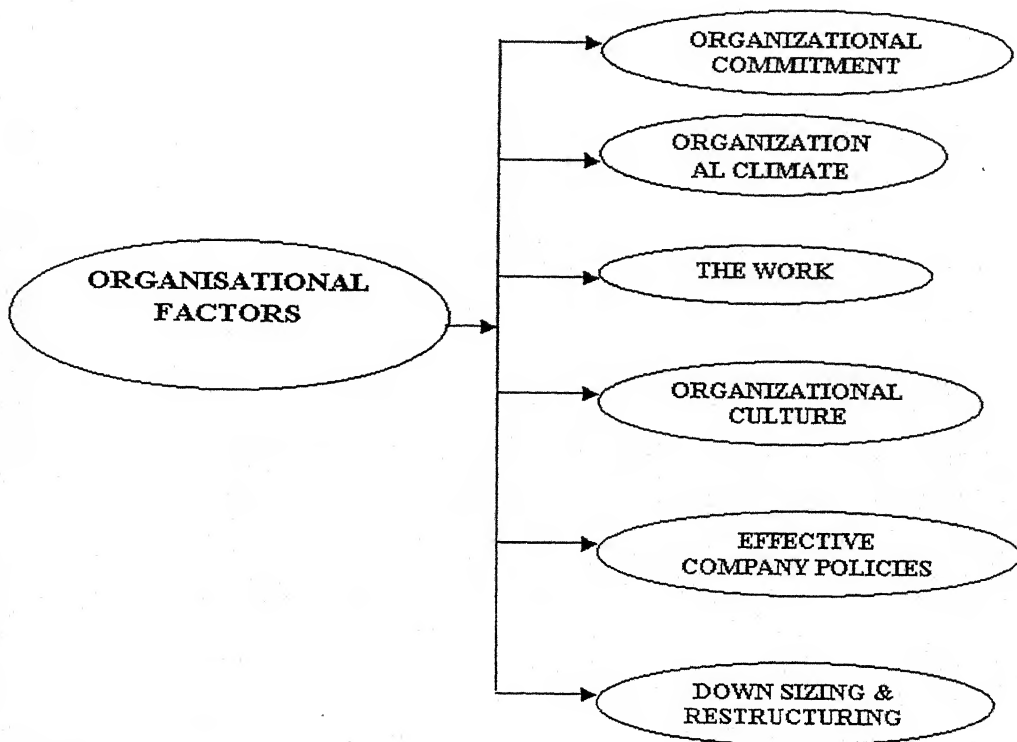
Fig. 19

Organisational Factors

a)   Organizational Commitment

Recent workforce trends, such as downsizing and re-engineering, have jeopardized employee commitment and morale in organizations. How an organization sustains commitment in these tumultuous times can depend on a number of factors, like issues such as job security, loyalty, trust in management, identification, alienation and helplessness etc.

Layoff Survivor Sickness is a term coined to describe the guilt, lack of organizational commitment, and fear that survivors often experience following a reorganization. [81]

Organizational Commitment regarding the **job security** is the ability to keep a job for as long as one wants, providing one's job performance is satisfactory e.g. one can be sure of his job as long as he does good work. If the employees feel stability in their job, they feel more satisfied and if they feel that their job is not stable, they will remain dissatisfied. Organizational Commitment regarding the **loyalty** is the feelings of affection for and attachment to one's organization e.g. If another organization offered me more money for the same kind of work. Organizational Commitment regarding the **Trust in Management** is the extent to which employees ascribe good intentions to, and have trust in, the works and actions of management and their organization. Organizational Commitment regarding the **identification** is the extent to which employees adopt, as their own, the goals and values of their organization.

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[81] Noer, D.M. (1993), *Healing the Wounds*. San Francisco: Jossey-Bass

Organizational Commitment regarding the **alienation** is the extent to which employees feel disappointed with their career and professional development. Organizational Commitment regarding the **Helplessness** is the extent to which employees feel they possess few opportunities and alternatives available to them outside their organization. All these factors affect the level of satisfaction of the employees.

To help understand the complex nature of organizational commitment, theorists have broken it down to its basic components the foci of commitment, the particular entity and the bases of commitment. It views organizational commitment as the result of three factors:

(1) Acceptance of the organizations goals and values,
(2) Willingness to help the organization achieve its goals, and
(3) The desire to remain within the organization.

Factors Influencing Organizational Commitment

Organizational Commitment is affected by various *job characteristics*. Organizational Commitment tends to be greater when people have high levels of responsibility over the jobs they perform, and ample opportunities for promotions. Similarly organizational commitment tends to be high among individuals whose are highly enriched. The more jobs are recognized as having these characteristics (e.g., autonomy, job variety, and so on), more strongly employees are attached to them. In view of the fact that these characteristics are typically present in abundance among people who are self-employed, it is not surprising to find that levels of commitment are higher among such individuals than those who are employed by organizations. Secondly an employee's commitment is also likely to be influenced by the *nature of the rewards* he or she receives. Recent research has shown that feelings of commitment are enhanced by the use of a profit-sharing plan (an incentive plan in which employees receive bonuses in proportion to the company's profitability), particularly when employees believe the plan is administered in an equitable fashion. Third, Organizational Commitment is affected by the existence of *alternative employment opportunities*. Fourth perceptions of commitment are likely to be related to an organizations *treatment of newcomers*. Organizations can do various things to help new employees learn the ropes and become productive members of Organizational. Such treatment also influences organizational commitment. The same dynamic applies as well to the return to employees who have been on overseas assignment. Fifth and finally various *personal characteristics* also influence organizational commitment. For e.g., people who have more tenure with their organization are more highly committed to them than those who have been employed for shorter periods of time. This follows from the side-bets approach insofar as the longer one has been working for an organization, the more he or she is likely to have invested in it. *Gender* is another personal characteristic that is related to commitment. [82]

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[82] Angle and J. Perry, "Organizational Commitment: Individual and Organizational Influence: *Work and Occupations,* May 1983, pp. 123-46; and J. L. Pierce and R. B. Dunham, "Organizational Commitment: Pre-Employment Propensity and Initial Work Experiences,' Journal *of Management,* Spring.

Organizational Commitment: Its Major Effects

Organizational commitment greatly affects several key aspects of work behavior. High levels of organizational commitment tend to be associated with *low levels of absenteeism and voluntary turnover.* In most cases, more committed individuals are less likely to look for new jobs than less committed ones. Interestingly, it appears that people enter jobs with a predisposition toward commitment, and this influences their tendency to stick with their organizations. A committed workforce appears, is indeed beneficial to both individuals and organizations.

b)   Organizational climate

Unlike measures of commitment, which are emotional reactions toward an organization and its policies, climate measures are descriptive of what it is like to work in the organization. Climate is bound by perception, which may not always correspond to organizational facts, but nonetheless comprise reality in the eyes of employees. Numerous climates can exist; depending on what facet of the organization is being described. There are, however, certain climate types which are common across a number of different organizations and industries. Examples include climates of fairness, safety, support, communication, and tolerance for risk, flexibility, and continuous learning. Climate is related to employee behavior, organizational outcomes, and management leadership style. Fairness is the extent to which employees perceive their workplace to be equitable and free of bias e.g. employees in our workplace are treated fairly, regardless of race, color, caste or sex.[83]

Workers are often in situations at work where they can easily get physically hurt. Support is the amount of perceived emotional support employees feel from their organization e.g. Management here is interested in the welfare of its people. Communication is the accuracy and openness of information exchange e.g. we are kept informed about changes that affect my work. Tolerance for Risk is the degree to which the organization encourages bold action, risk, and independence of thought from employees e.g. Risk taking is a value supported by our corporate culture. Flexibility is the degree of adaptability and tolerance for ambiguity in an organization e.g. this organization adapts quickly to changes. Continuous Learning is the Perceptions of training and development opportunities in one's organization e.g. there are adequate opportunities to pursue professional development activities beyond the scope of my immediate job. Any organization practicing all these factors of Organizational Climate can boost up the Job Satisfaction level   of the employees

c)   Organizational culture

"A culture makes basic assumptions about the world, shapes the way we work and live. These basic assumptions are largely invisible and yet play a great role in shaping our thinking, attitudes and behavior. It is this configuration of ideas or world views

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[83] Sinha, J.B.P. (1981), "Organizational Dynamics," In Pareek. U. (Ed.), *A Survey of Research in Psychology* (Vol. 2, pp. 415-475), Popular Prakashan, Bombay.

which percolates down into the everyday life of an executive and shapes his work-life...", says D. Amerchand and R. Ramesh Kumar[84].

Organizational Culture is a set of attributes perceived directly or indirectly by the members of the organization and assumes to influence their motivation and behavior and it distinguishes one organization from other organization.

A comprehensive pragmatic definition is given by Schein " culture is a pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptations and internal integration and that have worked well enough to be considered valid and therefore to be taught to its new members as the correct way to perceive, think and feel in relation to those problems".[85]

d)   The work group

Perhaps one strong human characteristic is man's desire to be continuously associated with others, according to Elton Mayo. It has been found empirically that isolated workers dislike their jobs. In other words, the work group also exerts a tremendous influence on the satisfaction of employees at work places. In one study by Richards and Dobryns it was found that morale of a group in an insurance company was significantly lowered by a physical change which restricted the opportunity' of their members for social interaction. It should, however, be noted that the amount of satisfaction one individual derives from his association with the group depends to a large extent on the relationship with the group, members and also his own need for affiliation.

Although a highly diverse workforce can potentially bring the advantage of differing opinions and perspectives this may turn into a disadvantage among individuals who hold prejudicial attitudes. Indeed, if ones group membership causes an underlying current of distrust, then the conflict that results may be disruptive to the organization as people fail to cooperate with each other to get their jobs done. In extreme cases, the discriminatory actions that follow from prejudicial attitudes culminate in legal action- be it employees charging their employers with unfair discrimination, or customers charging companies with discriminatory actions.

As observed by Mayo, "man's desire to be continuously associated in work with his follows is a strong, if not the strongest, human characteristics.[86] People seek satisfaction of their social and psychological needs in interaction with others in a group situation. Isolated workers dislike their jobs. Intense noise and lack of opportunity for conversation among workers adversely affect their job satisfaction; Morale of a group in an insurance company *was* greatly lowered by a physical change, which restricted their opportunity for social interaction. [87]However, the

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[84] Amarchand D and R Ramesh Kumar, "Towards a new cultural orientation", Indian Management, vol 34, No.8, Sep.1995, p. 18

[85] Schein E H, Coming to a new awareness of organizational Culture, Sloan Relations Management Review, winter 1984.

[86] Elton Mayo. *The Social Problem, of all Industrial Civilization* (Boston: Harvard University. Graduate School of Business Administration, 1945).

[87] Cara B. Richards and H.F, Dobryns. "Topography and Culture: The Case of the Changing Cage". *Human Organization*, Vol. 16 (1956), pp, 16-20

amount of satisfaction that a person derives from interaction with his coworkers depends on his own need for affiliation.

e)   Downsizing and Restructuring

Downsizing and restructuring (D&R) are practices which have become increasingly prevalent in the past decade, affecting most occupational sectors, encompassing all employment positions and impacting on various lines of business. The effects of downsizing have been particularly significant in the public sectors of most OECD countries. By forcing efficiency with fewer resources, fiscal constraints have increased the demand for the delivery of more effective and better quality public programs and services. In many cases, this demand has translated into a smaller, more flexible civil service. The emphasis on managerial accountability, transparency in public spending, and alternative service delivery has resulted in a leaner public sector. So too has the recent focus on policy frameworks, consolidated budgeting processes and the trend towards more flexible pay and staffing requirements in the public sector. McKinley Sanchez and Schick (1995), drawing on institutional theory, suggest that three types of social forces help to explain the prevalence of downsizing in recent years. [88]These forces are constraining forces, cloning forces and learning forces. Constraining forces are those, which pressure decision-makers to do what appears to be the "right thing" and to keep abreast with contemporary organizational trends, which, in today's terms, would involve becoming more efficient and effective. Cloning forces are the result of imitating the steps taken by other organizations. This imitation is often labeled "benchmarking".

A 1994 American Management Association Report indicated that in the private sector decreased morale is one of the most probable effects of D&R. Decreased morale occurred in 86% of the companies studied by the Association.[89] Another study by Bennett in 1991[90] found that two thirds of private sector firms reported that morale was seriously affected by downsizing.

f)   Effective Company Policies

<u>Challenging Role and Goal</u> These aid employees to attain goals. If there is presence of challenging role and goals in the organization people are more satisfied to serve such type of organizations. Hence challenge is one of the important characteristics of the organizational policies, which provides job satisfaction to the employees of the organization. When it's lacking Employees seem afflicted with a serious case of organizational boredom and people are falling far short of their potential, not because they lack talent and skill, but because the workplace fails to call on their full expertise but when it is thriving the workplace is full of challenges for employees who want them and people are in work situations that require them to make full use of their talents.

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[88] McKinley, W., C.M. Sanchez and A.G. Schick (1995), "Organizational Downsizing: Constraining, Cloning and Learning," Academy of Management Executive, 9, 32-42
[89] Allen, T.D., D.M. Freeman, R.C. Reizenstein and J. Ritz (1996), *"Just Another Transition? Examining Survivor's Attitudes Over Time,"* The University of Tennessee, Department of Management
[90] Bennett, A. (1991), "Downscoping Doesn't Necessarily Bring an Upswing in Corporate Profitability" *The Wall Street Journal*, June 4, 1991, pages B-1 and B-4

Communication /Dialogue When proper communication channels lack in the organization Conversations tend to deal only with surface issues, certain issues are considered off limits as a result some employees are routinely kept out of important conversations reason being that conversation is often seen as a waste of time. The presence of proper communication channels in the organization leads to an ongoing flow of constructive dialogue involving people at all levels of the organizations a result employees feel free to talk about work-related problems, opportunities, and issues and also the dialogue is honest and forthright, and there's no fear of recrimination among employees who talk straight. As conversations unfold, people do their best to set aside their own opinions and assumptions in order to understand other perspectives.

Direction When it's lacking the "vision thing" is derided as a bunch of fluff that has little connection to the bottom line. Most employees don't have a clue as to where the organization is strategically headed. The stated vision is sharply different from the vision that seems to be guiding top management. When it's thriving a compelling vision of the future draws people in a common direction. Goals and objectives serve as a down-to-earth, day-to-day complement to the vision. Employees understand and are personally enrolled in the vision, goals, and objectives. The organization's direction should be periodically revisited, reassessed -- and refocused if necessary.

Equality When it's lacking some employees' feel like second-class citizens. Titles carry considerable weight. People use win-lose language, as in "us against them." The norm appears to be "different treatment for different people." Physical cues of inequality are abundant throughout the organization. Possibilities: special parking spaces for high-ranking employees, dramatically different work areas and working conditions, recognition reserved for certain groups. When it's thriving People throughout the organization genuinely feel that they're on the same level, regardless of how things look on the organizational chart. All employees are considered to be equally important -- and actions at all levels back this up. At meetings and other gatherings, titles tend to fall away, opening the way to free-flowing dialogue.

Flexibility When it's lacking the rules remain inflexible regardless of the situation. The rulebook is seen as the final word. Policies and procedures are mindlessly followed. "Whatever the circumstances, we do what our written rules and procedures tell us to do." People show remarkable ingenuity and persistence -- and expend tremendous energy -- getting around the rules. When it's thriving the organization's rules are flexed when a situation justifiably calls for it. Good judgment is used in applying rules. People accept the subjectivity that goes along with this. Policies and procedures are in place, yet there's an understanding that specific circumstances may require different approaches." In a given situation, we do what's right for the customer."

Informality When it's lacking work and fun are largely seen as mutually exclusive. The culture is weighed down with protocol. Employees are expected to wear formal business clothing. An outside observer would call the workplace "stuffy." When it's thriving an open-door policy is practiced by everyone, not because business books encourage it, but because it seems like the natural thing to do. Employees use their

judgment, wearing what's appropriate for the situation. It's not unusual for a major project to turn into a major pizza party -- with the work still getting done..

Invention The culture promotes excessive caution. The "do it right the first time" mantra keeps employees from stepping outside the safe zone -- and into the place where breakthrough innovation comes to life. The current way of doing things is staunchly defended. When it's thriving risk-taking in the name of innovation is strongly encouraged. Mistakes are seen as a fair price to pay for learning and innovation. The organization values left-field thinking, as in: "That idea really came out of left field!" The workplace presents all sorts of opportunities to be creative.

Oneness When it's lacking internal competition often flares up between individuals and work units. Turf wars are the rule rather than the exception. Work units feel disconnected from the organization as a whole; they have no sense of a mission larger than their own. There's little understanding of who does what outside the immediate work unit. When it's thriving there's a prevailing sense that "we're all in this together." Working relationships are best described as "collaborative" -- not "competitive." A common mission, direction, and set of values unite people. Each person understands how his or her colleagues fit into the system

Ownership When it's lacking people are told what to do -- instead of being expected to make their own decisions and judgment calls. Employees are routinely going to management to get clearance, permission, and sign-offs. Management seems to be in the meddling business. They sporadically get involved in work processes without adding value. Change is done for employees (bad) or to employees (worse). A small minority of people makes most decisions. Information is parceled out only to those who "need to know." When it's thriving people view themselves as owners of their work and act accordingly

Purpose The overall mission is inward looking. Conversations about purpose focus exclusively on products, services, and moneymaking -- never on people. When it's thriving the organization has a larger purpose -- something beyond producing goods/services, making money, or even being the best in a given business. Individual employees feel that their work makes a positive difference in some way. "

Sub Factors Of Performance Influencing Job Satisfcation
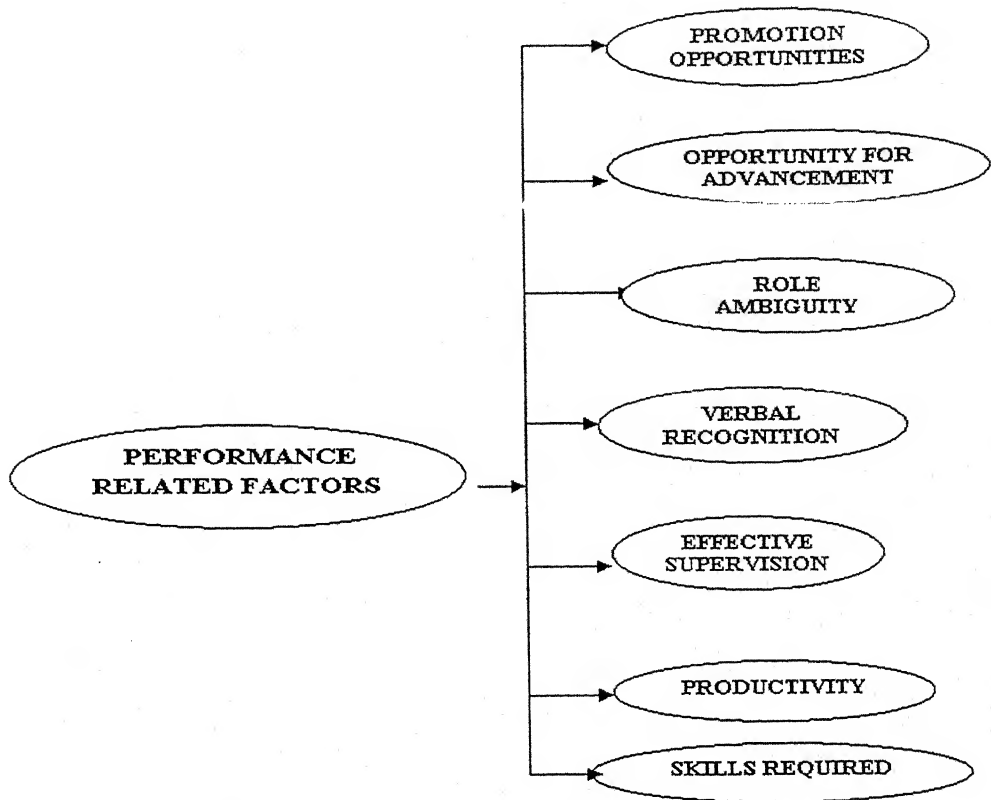
Fig. 20

Performance Factors

a) Promotion Opportunities

If there are challenging opportunities open before the employees, they will make their best efforts to avail the opportunity and it will give them more satisfaction. The employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility. Important: this is not simply "promotional opportunity." As organizations have become flatter, promotions can be rare. People have found challenge through projects, team leadership, and special assignments-as well as promotions. To bring up the level of job satisfaction an organization should go for Promotion from within when possible, reward promising employees with roles on interesting projects and divide jobs into levels of increasing leadership and responsibility.

It may be possible to create job titles that demonstrate increasing levels of expertise, which are not limited by availability of positions. They simply demonstrate achievement.

b)   Opportunity for advancement

Personal Development

When it's lacking training is seen as an expense. When outside training is permitted, it must fit within a narrow definition of the employee's current job. Some employees have been doing the same work for years. Jobs tend to offer little variety, with the same tasks being done over and over. The organization is more interested in having people do what they're good at -- and less interested in having them pursue their deepest interests. When it's thriving the workplace allows people to reach their full potential. Learning opportunities abound throughout the organization. Variety (trying new equipment, building new relationships, varying your work, etc.) is encouraged because it fosters learning and development.[91] Internal job changing is valued as a way for people to develop their skills and experience.

Belief that individual merit is rewarded would appear to be closely related to belief that there is chance to advance even where a person does not believe that he deserves a promotion it is still highly important to him that the best man be prompted.

c)   Role Ambiguity

Individuals wish to know just what is expected of them: ambiguity should be avoided. If there is no balance between role and goal, there's an unspoken understanding that work should come first in employees' lives. The culture honors workaholics. Everyone else feels guilty. There's pressure on people to make tradeoffs, with work almost always winning over family. If there is balance between role and goal, people at all levels of the organization respect the fact that there's life beyond work

d)   Verbal recognition

Acknowledgement

When major milestones come and go with no apparent recognition from management employee's start feeling that their effort and performance has been wasteful. As a result they are de-motivated towards their work and performance. Everyone seems too busy to acknowledge anything. If employees are acknowledged for a job well one -- not with extrinsic rewards but with genuine appreciation the organization develops in all aspects. The organization takes time to celebrate its major efforts (the journey) and successes (the destination).

Worth

When it's lacking employees are paid at or below the going market rate for their positions even when their real worth to the organization is much greater. Most employees feel anonymous in the organization. There's deep skepticism that the work

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[91] Victor, Vroom, op.cit, pp.118-119. Sanford F.H. Sanford, *Authoritarianism and Leadership* (Philadelphia: Institute for Research in Human Relations). 1950. And Trow (D.B. Trow. "Autonomy and Job Satisfaction in Task oriented Group", *Journal of Abnormal Social Psychology*. Vol. 54 (1957). Pp. 204-209.

a person does makes any difference whatsoever.-When it's thriving Employees are genuinely valued by the organization. People believe they are paid what they're worth. Employee input is routinely solicited.

e)   Effective / concerned Supervision

The one of the important determinant *of* satisfaction is supervision and the style *of* leadership. Generally employee-centered leadership style enhances a great amount of job satisfaction as the leader looks after the subordinates carefully; displays friendship, respect and warmth etc. towards employees. On other hand, production-oriented leader may cause low job satisfaction to the employees and may affect, the turnover and absenteeism adversely. *Of* course, it all depends on the situation. An effective and capable supervisor satisfies his subordinates much more than an inefficient supervisor.

Satisfaction with leadership behavior of the supervisor results in relatively low turnover rates, grievances and absenteeism, On the other hand, production-oriented supervisors who view their subordinates as "people to get work done" cause low satisfaction, and consequently relatively high rates of grievances, turnover and absenteeism.[92]

Pelz reports from his researches that employee satisfaction from supervisory behavior depends upon the amount of influence exercised by the supervisor on his own superior. Supervisor's ability to satisfy his subordinates' needs depends not only on his leadership behavior but also   on the amount of his power in the larger organization.[93]

Good supervision ranks about average in importance of the first ten things people want in a job. Employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking action. Greater attention should be paid to the factor that the managers are well trained. Leadership combines attitudes and behavior. It can be learned. People respond to managers that they can trust and who inspire them to achieve meaningful goals.

f)   Productivity

The greater the Job Satisfaction of the workers, the greater would be the efforts they make towards their job: and resultantly productivity is bound to improve. Hence there exists positive correlation between productivity and Job Satisfaction Productivity is a concept related to production. [94]It portrays a concept about output in comparison with the inputs used for production of that output. It can be considered as a ratio of output to input. The higher is the numerical value of the ratio between input and output, the

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[92] Sanford F.H. Sanford, *Authoritarianism and Leadership* (Philadelphia: Institute for Research in Human Relations). 1950. And Trow (D.B. Trow. "Autonomy and Job Satisfaction in Task oriented Group", *Journal of Abnormal Social Psychology.* Vol. 54 (1957). Pp. 204-209.

[93] D.C. Pelz. "Leadership within a Hierarchical Organization", *Journal of Social issues."* Vol. 7, No.3. (1951). Pp. 49-55

[94] Ammannaya, K.K. 'Employee Productivity in Banks'; *Financial Express,* 1979, p. 4.

greater would be the productivity. Productivity is the measure of how well an operation system functions.

Factors Influencing Productivity In An Organization

The following factors may improve productivity in an organization:

1. Higher motivational efforts of the management
2. Modernization of the plant and updating technology
3. Job enrichment, enlargement, and improvement
4. A good human relations approach
5. Organizational development rograms and organizational renewal and change
6. Establishment of a team spirit among the workers
7. Settlement of grievances in ti ie
8. Cordial industrial relations ar l effective labor welfare programs
9. Management assisting the ndividual workers to accomplish the personal goals of the employe s and workers
10. Proper career planning and ca eer growth opportunities
11. HRD approach to company's eople
12. Company's higher corporate image and respect corporate citizenship leading to better results.

Sub Factors of Work Environment Influencing Job Satisfaction
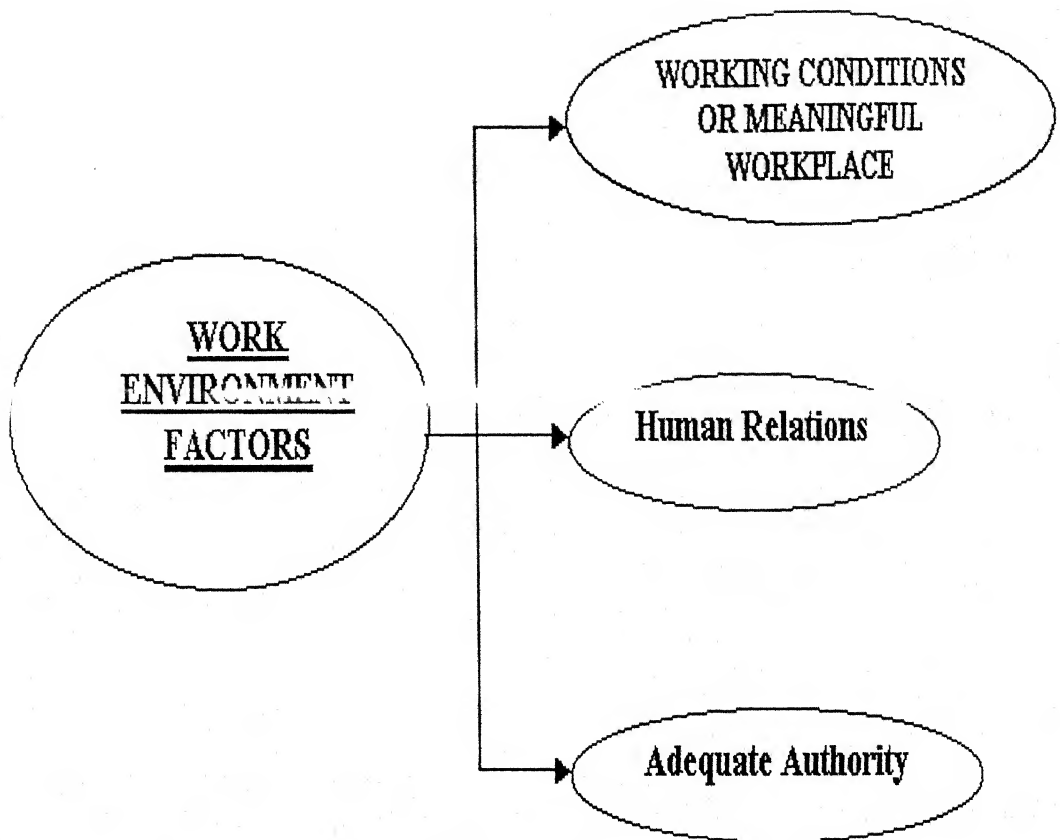
Fig. 21

Work Environment Factors

c) Working conditions /Meaningful Workplace

Each of us has a set of factors that, for us, is what we need to have a meaningful work experience. It's much like the set of keys we carry with us at all times. There's a huge distinction between "meaningful work" and "job satisfaction." In a meaningful workplace, it's less about needs and expectations and more about hopes and dreams and fulfillment.

Business concepts and strategies – such as reengineering, strategic planning, TQM and its more recent incarnations, etc. – seldom come up during discussions of meaning in the workplace. The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Even a nice chair can make a world of difference to an individual's psyche. If working conditions of banking industry is good enough, all the employees are satisfied with working conditions. Employees' level of job satisfaction varies with the present place

of work. Employees working in rural and semi urban branches seem less satisfied than employees with urban and metropolitan branches. [95]

Employees are concerned with their work environment for both personal comfort and facilitating in doing a good job. Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable. Temperature, light, noise, and other environmental factors should not be at their extreme. Most employees prefer working close to their homes in clean and relatively modern facilities and with adequate tools and equipments. If the working conditions of the enterprise are not suitable, the employees feel dissatisfied. The working conditions should be comfortable.

d) Positive Interpersonal/Human Relations in the Enterprise

If there are cordial relations in the enterprise and the labor problems are solved in democratic manner, it increases the feeling of Job Satisfaction. Job Satisfaction is strongly enhanced by friendly relations with co-workers and supervisors. However once these above stated determinants are considerably met other aspects such as self-actualization, sense of fulfillment, security of employment prestige, dignity of the Job or job content, group cohesiveness etc. may also determine the Job Satisfaction

Relationship Building

When it's lacking socializing on the job is seen as a drain on productivity. When doing their work, people feel closeted away from the rest of the world. Relationships with customers and vendors are seen strictly as a business necessity. When it's thriving Work days are filled with opportunities to build relationships. People understand the need to build strong relationships with customers, vendors, and other employees. Employees get the chance to mix with a variety of people. The workplace is designed to encourage mingling and conversation.

e) Adequate Authority

Employees are more satisfied when they have adequate freedom and authority to do their jobs. The level of job satisfaction depends up to a large extent whether the employees make decisions, whether allow employees to have input on decisions that will affect them and also if management establish work goals. Also, job satisfaction is related to the *decentralization of power,* in the contexts of power, decision making, and organizational design—decentralization is the degree to which the capacity to make decisions resides in many people as opposed to just one, central person. When power is decentralized, many people are allowed to make decisions and can freely participate in decision-making.

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[95] Hodson, "Workplace Behaviors," *Work and Occupations,* August 1991, pp. 271-90; and H. M. Weiss and R. Cropanzano, "Affective Events Theory: A Theoretical Discussion of the Structure, Causes and Consequences of Affective Experiences at Work," in B. M. Staw and L. L. Cummings (eds.), *Research in Organizational Behavior,* vol. 18 (Greenwich, CT: JAI Press, 1996), pp. 1-3.

Sub Factors Of Demography Influencing
Job Satisfaction
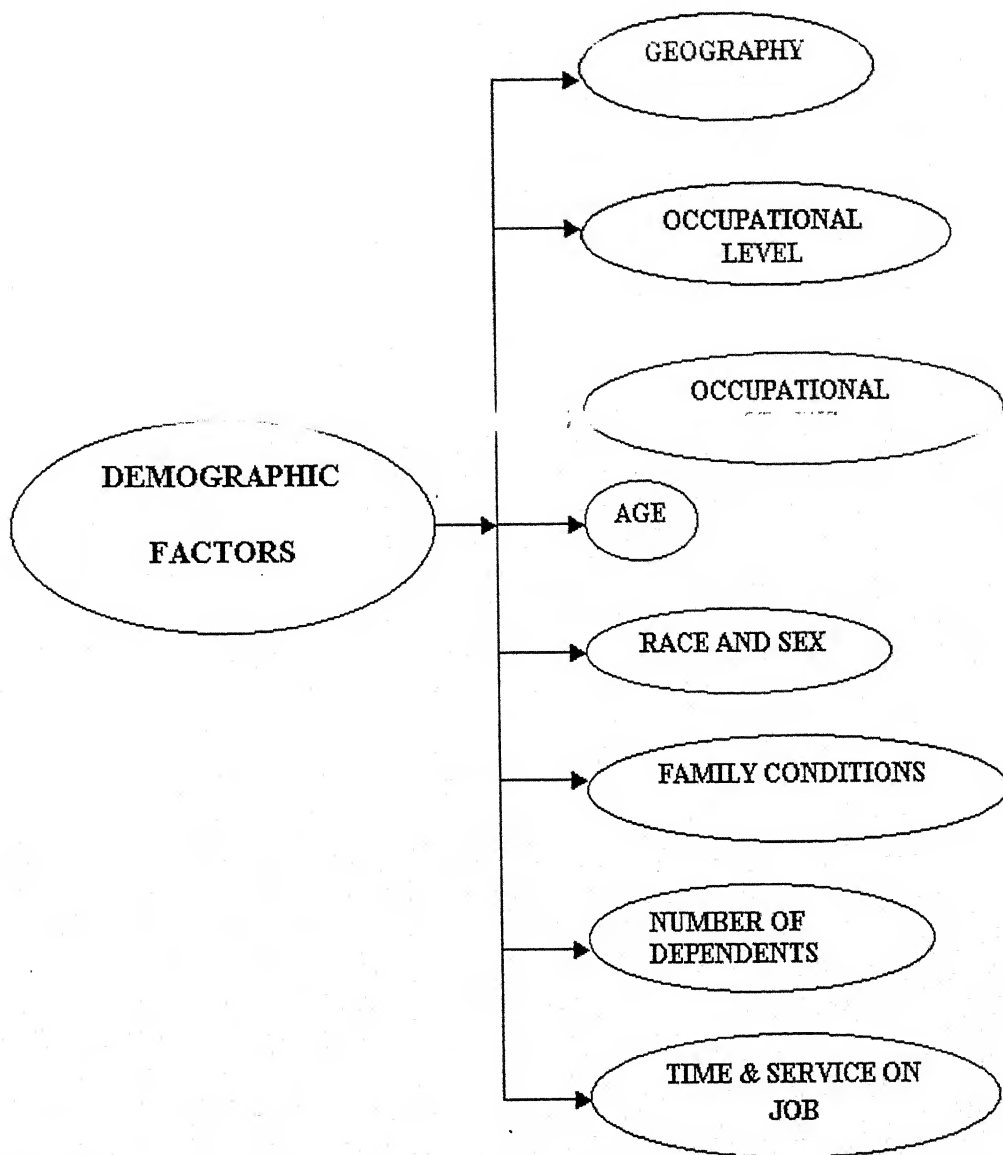
Fig. 22

Demographic Factors

a) Occupational level

Ample research suggests that people in higher-level jobs experience the highest levels of satisfaction. One significant reason for this is that high-level jobs carry most prestige and self-esteem will be enhanced to the extent that other people view our work is important. High-level jobs are satisfying for many. Other reasons too:

    I. They offer excellent opportunities for the expression of the needs for power and autonomy.

    2. They reduce financial stringency of the employees.

    3. They offer task diversity and job enrichment.

According to a professional, people receive the greatest job satisfaction, followed by salaried workers. [96] Factory workers are the least satisfied with their jobs. Porter substantiated the same fact when he made a job satisfaction study of managers at various levels in the hierarchy. He found that at each successive lower level the managers were less satisfied. Anecdotal evidence from a variety of sources also continues to suggest that blue-collar workers are often the victims of severe dissatisfaction. A large number of research studies have shown that there is a positive relationship between the level or hierarchical status of a person and his job satisfaction. Porter made a study of job satisfaction of managers at various, levels of hierarchy, and found that managers were less satisfied. [97]

b)   Occupational Status

Occupational Status is related to, but not identical with, Job satisfaction. It has been observed that employee's arc more dissatisfied in jobs that have less social status and prestige. Occupational status is always valued in terms of others opinion. It has been seen that employees who are working at the lower position seems to look for other job. Where they can have greater job satisfaction. It has been seen that employees are more dissatisfied in jobs that have loss social status and prestige. These values are rather constant within a country, but they do vary among some countries and they probably vary from time to time within a country under some conditions.

c)   Age

As age also affects Job Satisfaction among the employees, it is not seen that young employees feel satisfied with their jobs because they try to get better and better jobs while the employees of more age feel satisfied with their jobs. Studies have found different results in different groups on the relationship of age to job satisfaction. There was higher intrinsic job satisfaction among older white-color employees, but lower financial and job status satisfaction among this group.

The relationship between age of the employees and their satisfaction from the job is both complex and fascinating. Research reveals that old workers are satisfied workers. Job satisfaction usually tends to be high when, people enter the work force; it plummets and then plateaus for several years (say for five to six years) up (to the age of roughly thirty years, after which there will be gradual increase in satisfaction.

d)   Race and Sex

A research contends that females are dissatisfied than males because females have less job and pay opportunities than males._Generally, it has been the experience that ladies feel more satisfied with their jobs because ladies are more ambitious than gents.

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[96] Van Haller Glimer, Industrial *Psychology* (New York: McGraw-Hill. 1961), p. 200

[97] LW. Poster, "Job Attitudes in Management: I. Perceived Deficiencies in Need Fulfillment as a Function of job level", *Journal of Applied Psychology*. Vol. 46 (1962). Pp. 375-384.

[98] Some investigations on the subject have found that women are more satisfied with their jobs than men are. This is so despite the fact that women are generally discriminated against in job competition and pay, quite possibly the reason is that woman's ambitions and financial needs are less

Unfortunately, although more people than ever are tolerant of nontraditional sexual orientations, anti homosexual prejudice still exists in the workplace. Indeed, about two-thirds of CEO from major companies notes that they are reluctant to put a homosexual on a top management committee.

e)   Family Conditions

Family conditions of the employees affect Job Satisfaction to a great extent. The employees, who are satisfied with their family conditions and atmosphere, feel more satisfied with their work.

f)   Number of dependents

The more dependents one has, the less satisfaction he has with his job. Perhaps the stress of greater financial need brings about greater dissatisfied with one's job. The more dependence one has, the less satisfaction he has with his job. Perhaps the stress of greater financial need brings about greater dissatisfaction with one's job. The culture of the nation as well as of the state believes in "Joint Family", So, but natural almost all the employees are having round about 3 to 4 dependents. It's true that as the members of a family are more there would be greater financial requirement and up to that extent employees are dissatisfied.

g)   Time & Service on Job

Several investigations have indicated that Job satisfaction is relatively high at the start, drops slowly to the fifth or eight year, then rise again with more time on the job. The highest satisfaction is reached after twentieth year.

Service-A "win-lose" mentality prevails throughout the workplace -- to such a degree that there's an unspoken pressure to look the other way when a colleague needs help. This is especially the case between work units and divisions. At best, talk of mentoring and coaching activities -- and other efforts to promote people serving people -- remains just talk. When it's thriving employees have all sorts of opportunities to help one another. This can be formal (mentoring programs, training, apprenticeships, etc.) and informal (on-the-spot coaching, explaining a process, walking a colleague through a new computer program, pitching in to help with a task, and so on). Employees sometimes serve as "matchmakers," bringing together different individuals and groups to promote learning, relationship-building, systemic thinking, and (ultimately) improvement. People who want to lead and influence in positive ways have an open field for doing so.

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[98] Brenda major and Ellen Konar and investigation of sex differences in pay expectation and their possible causes academy of management journal December 1984

Sub Factors Of Personal Factors Influencing Job Satisfaction

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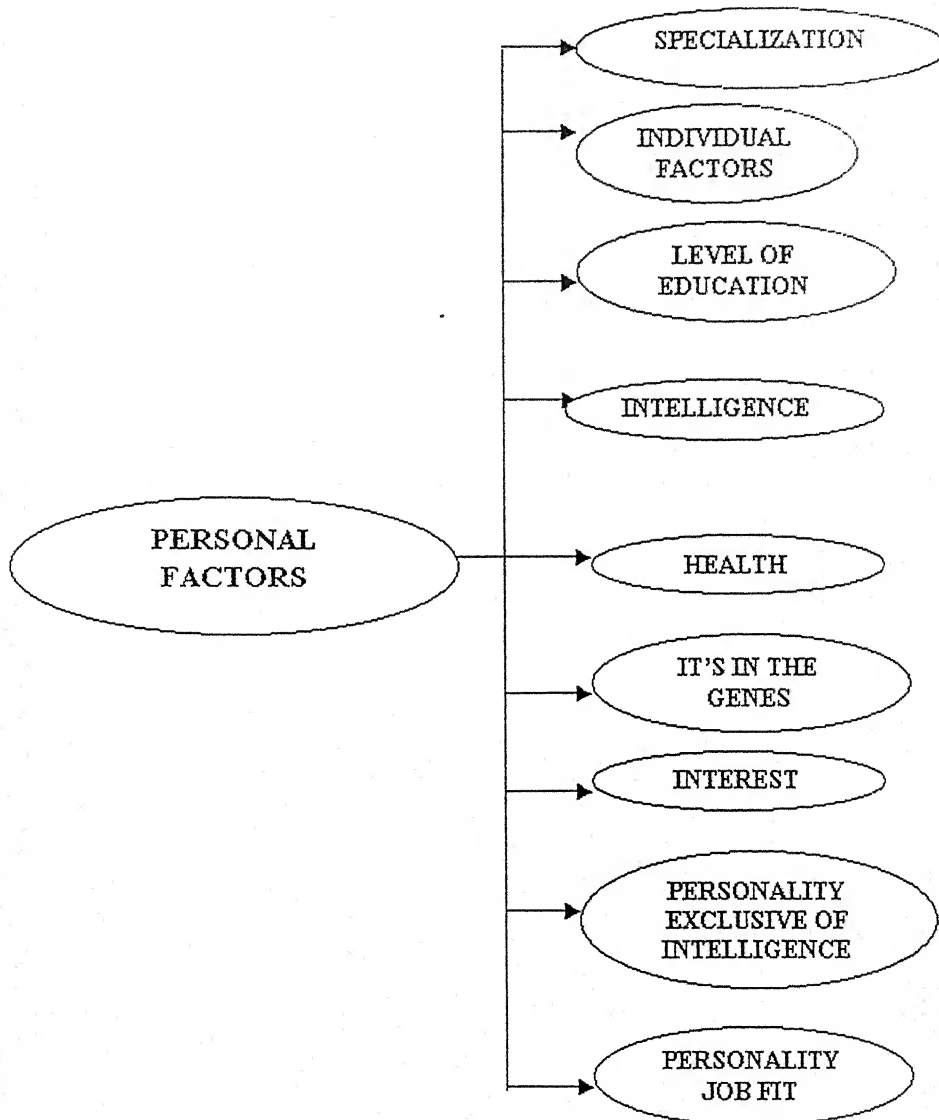
Fig. 23

Personal Factors

In addition to these organizational determinants of job satisfaction, there are also several different personal factors that influence this important work-related attitude. First, several different *personality variables* have been linked to job satisfaction. Moreover, people who are satisfied with their jobs tend to remain longer than those who are dissatisfied. Not surprisingly, the most dissatisfied employees probably do not stay long enough *to* ever reach the highest echelons of their organizations. Third, job satisfaction is related *to* the extent *to* which people are performing jobs *congruent with their interests*. The better their positions fit with their interests, the more satisfied they were with their jobs, job satisfaction has been found to be related to ones *general life satisfaction*.

a)   Specialization

Specialization has no doubt resulted in greater efficiency, but it has also contributed to dissatisfaction. Repetitiveness of tasks is found to be boring and monotonous by workers. Walker and Guest found that workers who carried out a number of operations expressed satisfaction with their job. [99] A technological change led management to enlarge the jobs by increasing the number of duties, All the workers studied reported that their new job much more interesting. [100] Vroom and Maier however, think that" Greater variety of tasks may not increase satisfaction unless the tasks form a unified, integrated and meaningful whole. Enlarging the job by adding diverse unrelated activities or rotating the worker from one job to another unrelated job may not have intended positive consequences on either satisfaction or motivation". [101] The relationship between job specialization and job satisfaction is complex. Specialization leads to greater efficiency in general, but at the same time it lowers the job satisfaction to some people. The following diagram represents the complex relationship between job satisfaction and job specialization.
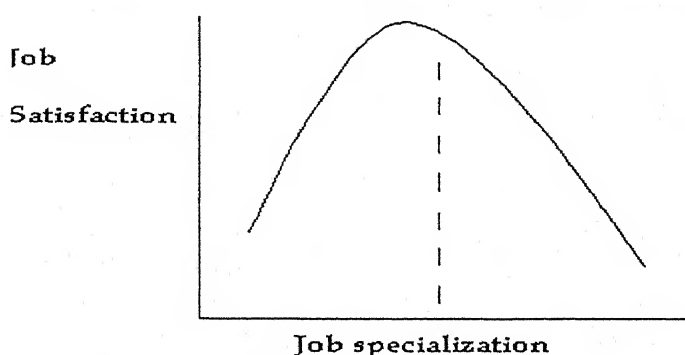
Fig. 24

The greater variety of tasks may not increase the satisfaction of employees unless the tasks form it unified, integrated and meaningful whole. Enlarging the job by adding diverse, totally unrelated activities or job rotation of workers from one job to another unrelated job might not produce intended positive consequences of job satisfaction.

b)   Individual Factors

Respect

When it's lacking the respect level varies widely throughout the organization. Rules and policies have a patronizing tone. Employees are often told what to do -- instead of being free to figure things out for themselves. When it's thriving Employees show respect for one another regardless of rank and title. When decisions are made, there's a

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[99] C.R. Walker, "The Problem of the Repetitive Job", *Harvard Business Review,* Vol. 28, No.3 (1950), pp, 54-58.
[100] F.C Mann and L, R, Hoffman. *Automation and the Worker* (New York: Holt. 1960).
[101] V, H, Vroom and N, R, F, Maier, "Industrial Social' Psychology", In: Annual Review of Psychology, Vol. 12 (1961). Pp, 413-416.

thoughtful assessment of how each option may affect people. People are treated like adults. The golden rule is an implicit working principle throughout the organization.

Relevance

When it's lacking People often find themselves going through the motions of meetings, protocol, and tradition. The organization is infested with valueless rules and policies. There's a constant struggle between employees and the organizational bureaucracy. When it's thriving the system allows employees to use their time efficiently; they can spend it on any activities that are relevant to the mission. Rules and red tape are kept to an absolute minimum.

Self Identity

When it's lacking great importance is placed on fitting in. Sameness rules. Requests for an office or an "away" space are routinely turned down, even when the request is well justified. Differences are viewed as something to "deal with" -- as opposed to something to value and "capitalize on." When it's thriving Individuality is encouraged. People are comfortable being themselves. The organization respects the fact that people sometimes need their own space (even in this era of teams).

c)   Level of Education

Level of education affects the feeling of Job Satisfaction among the employees, educated employees feel more satisfied with their jobs than uneducated employees. There is a great deal of conflicting evidence on the relationship between education and job satisfaction so no generalization can be made. Organi7.ational policies on advancement in relation to education are important keeping the occupational level as constant, there found a negative correlation between the level of education of employees and their satisfaction. One plausible explanation could be that people with higher educational levels have a tendency to set higher expectations from their jobs. Dissatisfaction will be more when a educated person is employed in lower range.

d)   Intelligence

There is a direct co-relation between Intelligence and Satisfaction. It has been the experience that intelligent employees feel satisfied with their Jobs. As bank is engaged with commercial activities, it requires better aptitude towards figure and calculation. Out of the surveyed many of the employees are from Commerce & Arts discipline. They think that this job suits to their educational background, hence satisfied. Relation of intelligence to job satisfaction depends on the level and range of intelligence and the challenge of the job.

e)   Health

Health of the employees is an important factor affecting Job Satisfaction among the employees. The employees having sound health feel satisfied with their Jobs If you think about it, every one of us has one physical feature or another that keeps us from doing a certain kind of work. Some people are not strong enough to load heavy packages onto trucks, others are not athletic enough to play professional sports, and

still others might lack the agility and stamina needed to be a firefighter. Thus, although we all may be handicapped in some way, certain physical conditions tend to be the focus of widely held prejudicial attitudes.

f) Interests

The employees, who take interests in their work, feel more satisfied with their work. During my study I observed that the employees were more dissatisfied if the academic qualification does not match with the nature of job.

g) Personality exclusive of intelligence:

One criterion of personality is the existence or neurotic behavior. Neurotic tendency leads to job dissatisfaction only when the job itself is one of a 'greater' strain. Another possible criterion of personality is general satisfaction with non- job conditions. Very high correlation between general and job satisfaction is shown. Some job dissatisfaction is caused by the personality traits that made these employees unhappy off the job. In another study it was found that persons who were rated high in interpersonal disability by their fellow employees were the most satisfied with their jobs. Again, there is an implication of general personality patterns of happiness. It is likely that personality maladjustment is the source of some job dissatisfaction, but it is not clear how strong the relationship is.

h) Personality-Job Fit---

Holland gave personality –job fit theory. In this theory he concluded that high agreement between an employee's personality and occupation results in a more-satisfied individual. His logic was essentially this: people with personality types congruent with their chosen vocations should find that they have the right talents and abilities to meet the demands of their jobs. Thus they are more likely to be successful on those jobs and, because of this success, have a greater probability of achieving high satisfaction from their work. [102] Few people can see, the big picture and how they fit themselves into it. When personality –job fit is lacking there's a nagging sense among some employees that "this place (or job) just isn't right for me. I'm not in a situation where I can succeed." People feel a clash between their own values and goals -- and what goes on in the workplace. Going to work requires them to be a different person. When it's thriving individual employees clearly see how they and their work fit into the bigger mission of the organization.

i) It's in the genes—

As much as 30% of an individual 's satisfaction can be explained by heredity. [103] Analysis of satisfaction data for a selected sample of individuals over a 50 –year

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[102] D.C. Feldman and H.J. Arnold," Personality Types and Career Patterns: Some Empirical Evidences on Holland's Model," Canadian Journal Of Administrative Science, June 1985,pp.192-210.

[103] For the data on this issue, see Staw, Bell, and Clausen,"The Dispositional Approach to Job Attitudes"; R.D. Arvey, T.J. Bouchard,Jr.,N.L. Segal, L.M. Abraham," Job Satisfaction: Environmental and Genetic Components," Journal of Applied Psychology, April 1989,pp.187-92; B.Gerhart ,"How

period found that individuals result were consistently stable overtime, even when these people changed the employer for whom they worked and their occupation. This and other research suggest s that a significant portion of some people's satisfaction is genetically determined.

Analysis of satisfaction data for a selected sample of individuals over a 50-year period found that individual results were consistently stable over time, even when these people changed employers and occupations. This analysis and other research suggest that an individual's disposition toward life-positive or negative-is established by his or her genetic makeup, holds over time, and carries over into his or her disposition toward work.

Hence in a nutshell it can be summarized that Job satisfaction is the result of effect of so many factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation. Moreover, the attitude of any employee affects a lot. One gets satisfaction in any of the activities depending upon how he/she perceives the situation and what is expected in exchange of effort. There may be the difference between two employees, working at a different place and on different cadres. It all depends upon viewing of the situation and the effect of rest of the factors, which are crucial at any point of time.

Survey indicates that though supervisors are having little differences with management policies as prescribed by Govt. of India for social banking they are satisfied. They are also looking for a better motivational policy to encourage dedicated team within the organization. While clerks who have to face public are little bit stressed. As it is considered their duty, they don't have to complain. With the recent mechanization and computerization has reduced their repetitive tasks, which has increased their satisfaction level.

Since nationalization banking sector is considered to be one of the major employer. Even people prefer bank as a career as the social status and wages are good enough. But during the 80's bank has started to loose its charm and banking sector has started to incur losses, which also resulted in job dissatisfaction of employees.

Important Are Dispositional Factors As Determination of Job Satisfaction? Implications for Job Design And Other Personnel Programs," Journal of Applied Psychology, august 1987,pp. 36673; R.D. Arvey, G.W.Carter, and D.K. Buerkley," Job Satisfaction: Dispositional and situational Influence," in C.L. Cooper and I. T. Robertson (eds), International Review of Industrial and Organizational Psychology, vol. 6 (Chi Chester, England: John Wiley, 1991), pp. 359-83;)

2. MEASUREMENT OF JOB SATISFACTION

Measurement of job satisfaction has come to acquire the same fate as the measurement of intelligence. Since there is no agreement on a specific definition, generally questionnaires are developed to measure satisfaction with various aspects of work and the resultant behavior or score is called job satisfaction. Today, as intelligence is defined as what is measured by intelligence test, job satisfaction can also be defined as what is measured by job satisfaction questionnaire.

Most studies of job satisfaction have been concerned with operationalizing it rather than defining it. According to Locke (1969) an approach describes that a certain relationship works but tells nothing as to why it works. This seems to be the case with job satisfaction. Researchers have been found to be more interested in choosing the unit of measurement from the several available but little by way of a definition of job satisfaction has been attempted. One would assume the acceptance of a definition of job satisfaction as a precursor for the choice of the unit of measurement.

Techniques Of Measurement Of Job Satisfaction

There are several techniques for measuring job satisfaction and employee attitudes. For instance, inference, prediction from behavioral data, interviews and questionnaires and scales. Of these techniques, interviews have been frequently used to measure job altitudes. However, as interviews do not have high reliability, questionnaires and scales have been used either in combination with interviews or independently to get increased reliability and objecting. There are three basic methods for selecting and scaling items to be incorporated in a scale: -

(1) The Thurston method of equal appearing intervals
(2) Likert method of summated ratings and
(4) Guttman method of scale analysis

The Lickert method is much simpler and more suitable for practical purposes, In this method, each statement in a series is usually followed by a five-step scale:
1. 'Strongly agree',
2. 'Agree',
3. 'Disagree',
4. 'Undecided', and
5. 'Strongly disagree',

Statements, which have the most discriminating, power; are selected on the basis of 'Scale value difference analysis'. Based on these methods several techniques have been devised to measure Job attitudes and satisfaction. Few of them are being illustrated in this study of job satisfaction level in Banking Industry with special reference to Jhansi .

Method 1

Perhaps, the earliest of all the known scales of measuring job satisfaction is that by Hoppock. He developed essentially four items, each one with seven alternative responses. If a person chooses the 'least satisfied' of the seven alternatives, he gets a score of 100, and 700 if he chooses 'most satisfied' alternative for each item. Other alternatives represent a 100-point addition to the previous alternative. Thus, if a person chooses first alternative *for* all four items his total score is 400. Similarly, if he chooses second alternative in all *four* items he gets a score of 800, and so on. The maximum total possible is 2800 provided all *four* seventh alternatives are chosen. But Hoppock takes the average of the *four* items (range 100- 700) *for* developing the satisfaction index. Although in its original form, job satisfaction index by Hoppock is generally not used now but its variations can be spotted in the literature.

Hoppock's index is, perhaps, the only direct measure of job satisfaction. Others (and there are quite a lot) have indexed job satisfaction in terms of the responses to a variety of questions, which deal with factors that are directly or indirectly connected with jobs. These responses are usually measured on a variety of scales ranging *from* simple yes -no to 7-point or 5-point agree-disagree type of scales.

Method 2

Another attempt to measure job satisfaction has been through need satisfaction chain. Porter (1961) developed a questionnaire consisting of 13 items classified into Maslow type need hierarchy system. Each item of the scale measures not only the existing degree of need fulfillment but also the expected levels of fulfillment and its importance to the respondents; Items are answered on three 7 -point scales, one each *for* expected, existing, and importance. The anchor points of scales are labeled as maximum and minimum. The discrepancy between expected and existing is taken as an indicator of "job satisfaction. The higher the discrepancy the lower is the job satisfaction. The worker is asked to indicate the degree *to* which he thinks a certain job feature is present in his existing position and bow much he would like it to be there. He is then required to rate its importance to him. A divergence score between what exists and what ought to be is given weightage by the importance score.

Method 3

Job and the importance attached to the various aspects of job contribute extensively in our understanding of the construct, job satisfaction. Katzell in his theoretical treatment of job satisfaction recognizes it and argues that a given amount of expected-actual discrepancy will produce different degree of satisfaction depending upon the importance attached by the individual. His basic formula takes importance into account by multiplying satisfaction by the importance ratings. Unless both the discrepancy between actual and expected and importance are taken together the results might reflect an operational rather than a conceptual definition of job satisfaction.

Method 4

A rather unique way of measuring job satisfaction was provided by Kunin (1955). Kunin's Faces' scale consists of series of 11 male faces with expressions ranging *from* a deep scowl (frown) to a broad smile. This basic idea was that the pictorial graphic scale would provide more accurate report of satisfaction because the feeling has not to be translated into words. The general method in using this approach consisted of providing statements measuring satisfaction with various aspects of work and inviting respondents to choose the face that best represents or expresses their feeling (joyful, anxious, satisfied, sad and exhausted) about the job in general .The method was *found* to be quite useful till it was realized that female respondents find male faces inappropriate to represent their feelings.

Method 5

In order to make up *for* this problem Dunham and Herman (1975) had 15 female faces drawn. These were then given to both male and female judges who were asked to rate these 15 faces on a JOO-point scale ranging from neutral to happy face and neutral to unhappy face. In addition the judges were also asked to rate the 11 male faces of Kunin in exactly the same fashion.

Method 6

The representative sample of the variety of methods used to measure job satisfaction reflects the complexity of the construct job satisfaction. Some of these methods measure the overall job satisfaction while others look at satisfaction with specific aspects of work. Since satisfaction with one facet of the job may be difficult to isolate because of the complex ways it is inter-correlated with other facets of the job, an overall measure of satisfaction may provide more reliable data.

Method 7

Another method for the measurement of job satisfaction is *'Job Dcscriplioll Index' technique.* Smith, Kendal and Hulin developed this technique. This technique is used effectively for measuring job attitudes. The scale consists of a series of adjectives and statements and as possible descriptions of five dimensions of the job, the five areas are:

Work	-Fascinating
	-Routine
	-Frustrating
Pay	- Adequate for normal expenses
	- Less than I deserve
Promotion	- Promotion on ability
	-Dead-end job
Supervision	- Hard to please
	-Praises good work
	- Stubborn

Co-workers - Stimulating
- Talk too much.

Although the scale actually describes one's job, the description implies the individual's evaluation of it. The scale provides a satisfaction score for five job areas as well as an overall score. This knowledge assists the researcher in using the technique as a diagnostic tool. It is possible to ascertain with what areas workers arc more or less satisfied. The scale is easy to administer. [104]

Method 8

Tear Ballot Technique

This technique developed by <u>Kerr</u> requires the workers to answer by tearing *off* pieces *of* paper from the ballot form; it is a highly timesaving, reliable and valid device. Projective techniques including incomplete sentences story completion, etc. is also used for measuring job altitudes. These techniques arc very difficult to score and involve problems regarding maintaining adequate reliability. With these techniques of assessing job satisfaction and attitudes of employees, it is also possible *to* measure preferences of employees objectively in respect of desirable work-group fellows. For this, socio-metric technique can be employed to identify work-teams whose members form a cohesive group. The cohesive group is believed *to* have high job satisfaction, high morale and high output.

Method 9

Roughly six decades back the employee attitude surveys were' undertaken to measure job satisfaction and morale. It is now a standard practice for almost all the organizations to conduct such, surveys most frequently (say at least once in two years). The survey generally is conducted as a part of organization development program. Job satisfaction, whether in to or with specific aspects of the organization, is measured by specially constructed, standardized attitude scales. The accompanying box shows representative items in the job satisfaction measures.

Instruct/on: After each question circle the number that represents your opinion about the amount of each job aspect being rated. Low cardinal number represents small amounts and high number represents large amounts,

1. The opportunity to earn a comfortable income.
   (a) How much is there now?
      1 2 3 4 5
   (b) How much there should be?
      1 2 3 4 5 6
2. The opportunity to work with pleasant co-workers
   (a) How much is there now?
      1 2 3 4 5

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[104] Smith, P.C, L.M Kendal, and CL. Hulin; The measurement of satisfaction in Work and Refinement, Rand McNally, and co., Chicago, 1969.

(b) How much there should be?

    1 2 3 4 5

Under this approach measurements are made of the discrepancy between what an employee thinks should exist and what he observes to exist. The larger the discrepancy the higher is the dissatisfaction and vice versa. By conducting periodic audits of job satisfaction management can spot trends in attitudes thus will be able to take such actions as necessary to avert a rise in labor grievances or turnover etc.

Apart from overall (global) job satisfaction, a satisfaction about a particular segment of organization can also be found. More recently, some job attitude scales were developed that permit the scoring of subscales about different parts of organizational environment. An overall job satisfaction can be, under such a scale, conveniently disassembled into respectable scores indicating the employee's attitudes about supervisor, chances of promotion about co-workers, about pay, and about the work itself.

Method 10

Assessing Reactions To Work

Although people have many different attitudes toward various aspects of their jobs, these are not as easy to assess as you might think. Not only can't you directly observe an attitude, but as we noted, you cannot accurately infer their existence on the basis of people's behavior. So, for the most part, to determine people's attitudes, we have to rely on what they tell us. However, people are generally not entirely open about their attitudes, and keep much of what they feel to themselves. Moreover, sometimes our attitudes are so complex that its difficult to express them in any coherent fashion-even if we are willing to do so. In view of these challenges, social scientists have worked hard over the past sixty years to develop reliable and valid instruments designed to systematically measure job satisfaction. Several useful techniques have been developed, including *rating scales* or *questionnaires, critical incidents,* and *interviews.*

Rating Scales And Questionnaires

The most common approach to measuring job satisfaction involves the use of questionnaires in which highly specialized rating scales are completed. Using this method, people answer questions allowing them to report their reactions to their jobs. Several different scales have been developed for this purpose, and these vary greatly in form and scope. One of the most popular instruments is the Job Descriptive Index JDI, a questionnaire in which people indicate whether or not each of several adjectives describes a particular aspect of their work. Questions on the JDI deal with five distinct aspects of jobs: the work itself, pay, promotional opportunities, supervision, and people (co-workers). Another widely used measure, the Minnesota Satisfaction Questionnaire (MSQ) uses a different approach. People completing this scale rate the extent to which they are satisfied or dissatisfied with various aspects of their jobs (e.g., their pay, chances for advancement). Higher scores reflect higher degrees of job satisfaction.

Although the JDI and the MSQ measure many different aspects of job satisfaction, other scales focus more narrowly on specific facets of satisfaction. For example, as its name suggests, the Pay Satisfaction Questionnaire (PSQ) is primarily concerned with attitudes toward various aspects of pay The PSQ provides valid measures of such critical aspects as satisfaction with pay level, pay raises, fringe benefits, and the structure and administration of the pay system.

An important advantage of rating scales is that they can be completed quickly and efficiently by large numbers of people. Another benefit is that when the same questionnaire has already been administered to many thousands of individuals, average scores for people in many kinds of jobs and many types of organizations are available. This makes it possible to compare the scores of people in a given company with these averages, and obtain measures of *relative* satisfaction not only be useful information for scientists interested in studying job satisfaction, but also for companies interested in learning about trends in the feelings of its employees.

Critical Incidents

A second procedure for assessing job satisfaction is the critical incident technique. Here, individuals describe events relating to their work that they found especially satisfying or dissatisfying. Their replies are then examined to uncover underlying themes. For example, if many employees mentioned on-the-job situations in which they were treated rudely by their supervisors, or praised supervisors for sensitivity they showed in a difficult period, this would suggest that supervisory style plays an important role in their job satisfaction.

Interviews And Confrontation Meetings

A third procedure for assessing job satisfaction involves carefully interviewing employees in face-to-face sessions. By questioning people in person about their attitudes, it is often possible to explore them more deeply than by using highly structured questionnaires. By carefully posing questions to employees and systematically recording their answers, it is possible to learn about the causes of various work-related attitudes.

Some times interviews are designed to have employee's discussion their major complaints and concerns. Interviews of this type are known as *confrontation meetings.* If such sessions are conducted skillfully, in an environment in which employees feel free to speak out without retaliations, serious problems that adversely affect jab satisfaction but that might otherwise remain hidden, can be brought out into the open. This may be a crucial first step toward correcting and eliminating the problems.

Method 11

The two most widely used approaches are a *single global rating* and a *summation score* made up *of* a number *of* job facets. The single global rating method is nothing more than asking individuals to respond to one question, such as "All things considered, how satisfied are you with your job?" Respondents then reply by circling a number between 1 and 5 that corresponds to answers from "highly satisfied" to

"highly dissatisfied." The other approach-a summation *of* job facets is more sophisticated. It identifies key elements in a job and asks for the employee's feelings about each. Typical factors that would be included are the nature *of* the work, supervision, present pay, promotion opportunities, and relations with co-workers. These factors are rated on a standardized scale and then added up to create an overall job satisfaction *score*.

Conclusion

Is one *of* the foregoing approaches superior to the other? Intuitively, it would seem that summing up responses to a number *of* job factors would achieve a more accurate evaluation of job satisfaction. The research, however, doesn't support this intuition. This is one of those rare instances in which simplicity seems to work as well as complexity. Comparisons *of* one-question global ratings with the more lengthy summation-of-job-factors method indicate that the former is essentially as valid as the latter. The best explanation for this outcome is that the concept *of* job satisfaction is inherently so broad that the single question captures its essence. .

3. RELATIONSHIP BETWEEN SATISFACTION AND THE DERIVATIVES OF JOB SATISFACTION
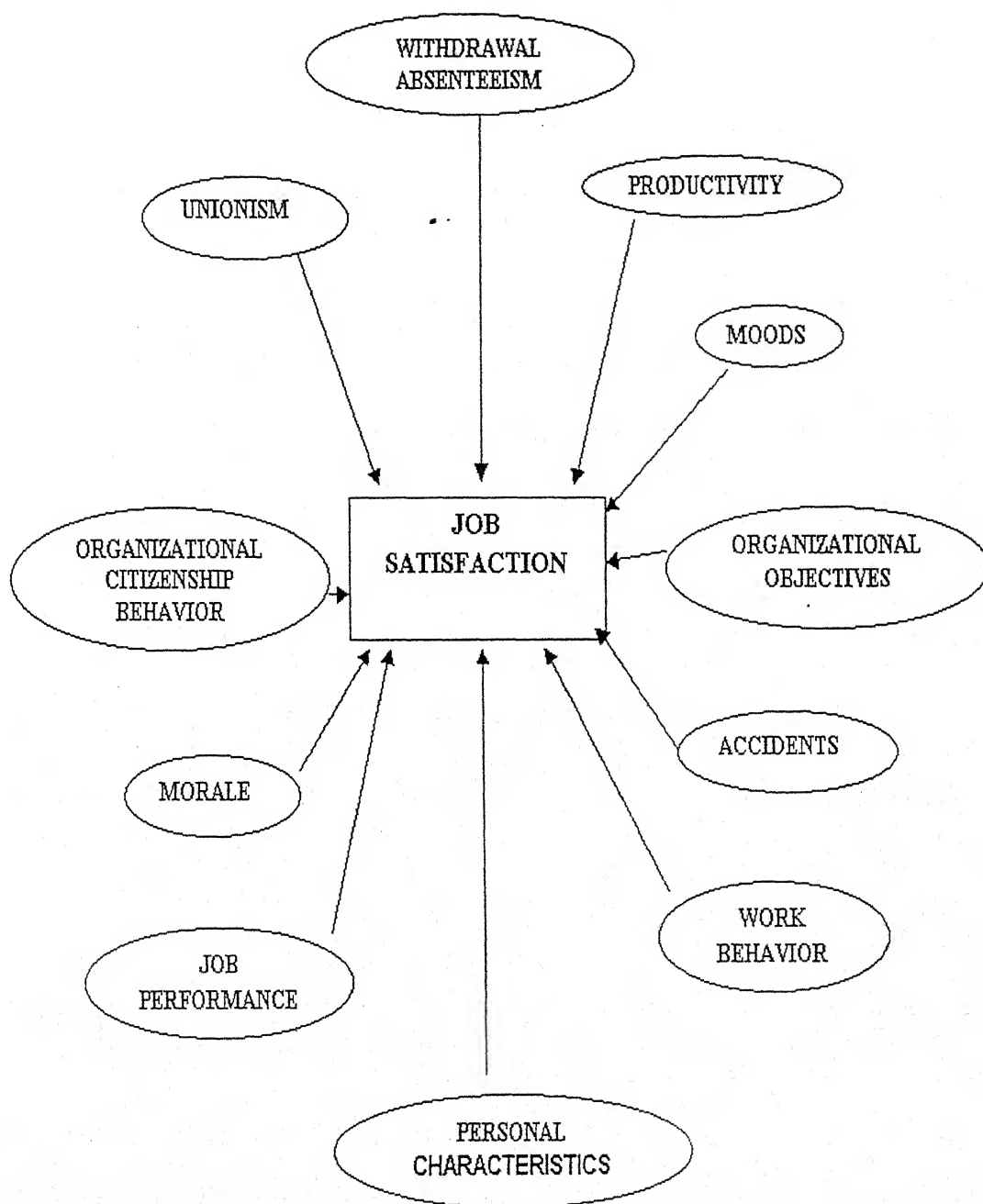
Fig. 25

Relationship Between Satisfaction And Job Performance

Many people believe that happy workers are productive workers. Is job satisfaction, in fact, directly linked to task performance or organizational productivity? Overall results suggest that the relationship is positive, but not especially strong. In fact, after reviewing hundreds of studies it has been found that the mean correlation between job satisfaction and performance is considerably smaller only.

First, in many work settings, there is little room for large changes in performance. Some jobs are structured so that the people holding them *must* maintain at least some minimum level of performance just to remain at their jobs. For others, there may be very little leeway for exceeding minimum standards. Thus, the range of possible performance in many jobs is highly restricted. Moreover, for many employees, the rate at which they work is closely linked to the work of others or the speed at which various machines operate. As such, their performance may have so little room to fluctuate that it may not be highly responsive to changes in their attitudes.

Second, job satisfaction and performance may actually not be directly linked. Rather, any apparent relationship between them may stem from the fact that both are related to a third factor-receipt of various rewards. As suggested by Porter and Lawler, the relationship may work as the past levels of performance lead to the receipt of both extrinsic rewards (e.g., par and promotions) and intrinsic rewards (e.g., feelings of accomplishment). If employees judge these to be fair, they may eventually recognize a link between their performance and these outcomes. This, in turn, may have two effects. First, it may encourage high levels of effort, and thus, good performance. Second, it may lead to high levels of job satisfaction. In short, high productivity and high satisfaction may both stem from the sum of the conditions. These two factors themselves, however, may not be directly linked.[105]

For these and other reasons, job satisfaction may not be directly related to performance in many contexts. However, this conclusion may be true only with respect to "standard" measures of performance, such as quantity or quality of output. It may have stronger influences on other aspects of on-the-job-behavior, including organizational citizenship behavior. These include actions that enhance social relationships and cooperation within an organization (e.g., offering help to coworkers when it is requested, demonstrating a cheerful and cooperative attitude, protecting or conserving the organization's resources, tolerating temporary inconveniences without complaint, and so on). Such actions may contribute to the smooth and effective functioning of organizations without showing up directly in more standard measures. To the extent that my Job makes me feel good I am likely to reciprocate by helping organization and the others who have contributed to those good feelings. Indeed, research has shown that the more highly satisfied people are with their jobs, the more contributions to organizational citizenship they are recognized as making by their co-workers.

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[105] John p, Wanous. "A Causal co relational Analysis of the Job Satisfaction and Performance Relationship", *Journal of Applied Psychology* (April. 1974), pp, 139-144; and Laurence D. Plybil. "Job Satisfaction in Relation to Job Performance and Occupational Level", *Personnel Journal* February 1973), pp. 94-100.

In view of these findings, it is clear that the answer to the question "Are job satisfaction and performance linked?" requires another question: "What kind of performance do you have in mind?" With respect to many traditional indices of job performance, the link to job satisfaction is quite weak. For other aspects of performance, such as organizational citizenship behavior, the relationship appears to be stronger.

Porter and Lawler model of Motivation
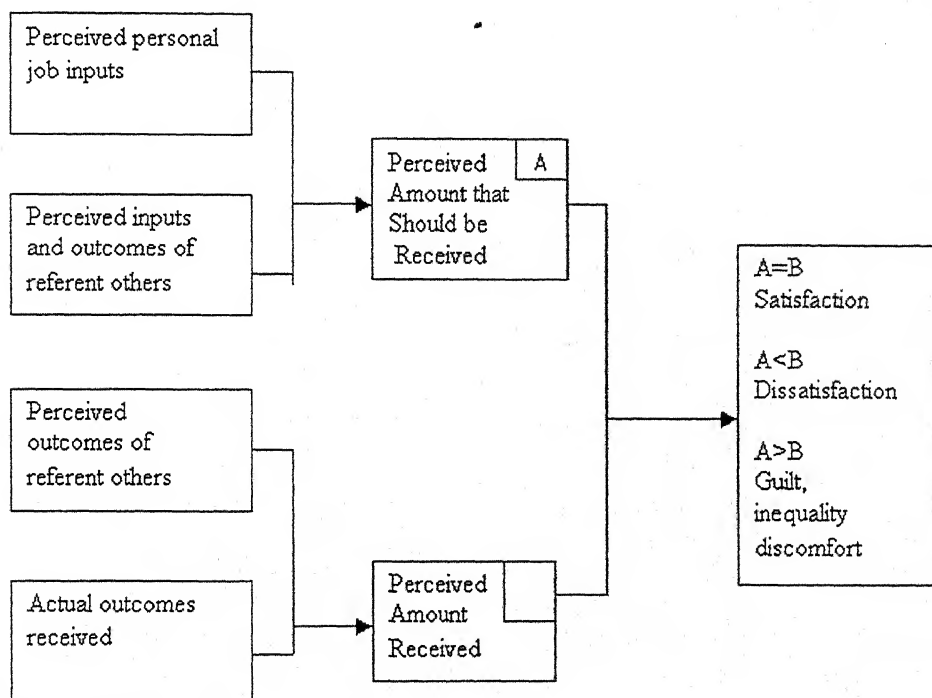
Fig, 26   Determinants of Job Satisfaction. [106]

Relation between Job Satisfaction and Morale

Morale is, actually, a psychological term, which is achieving a considerable importance on part of management. Its presence or absence is considered vital for failure or success of any process. In the words of Heinz Bogartz (1993) in the context of industrial development, the crux of the battle lies in improving the level of productivity. Given the technological and other material inputs, productivity becomes the function of human input. The value of human input lies in the will to work, which is dependent upon motivation and morale. The sustained growth in Japan is also attributed to hard working nature or the will to work of Japanese.

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[106] Adapted from Edward E. Lawler III and L.W. Porter "The effect of Performance On Job Satisfaction", *Human Relation.* October, 1967 p. 23

Morale is a group phenomenon; it is an idea of the extent to which the individual perceives a probability of satisfying his own motives through cooperation with the group. Morale is basically a matter of human behavior. It is an expression of the attributes, which the members of an organization develops and adapt towards the organization, members, purposes and leaders. Valuable Hawthorne experiments brought to the limelight those impulses and forces, which governs human behavior. On the basis of these researches, Alexander Leighton has enumerated five major determinants of morale:

1. Confidence of the individual members of the group in the purpose of the group

2. Confidence of the individual members of the group in the leadership and the ability of the leader

3. Confidence of the individual members of their fellow workers

4. Organizational efficiency

5. Working Conditions

High morale exists when individual perceives himself as a member of a group and perceives a high probability of achieving both individual and group goals through a course of action.

Morale and Job Satisfaction are interlinked, and so Human Relations are closely related to morale and job satisfaction. Job Satisfaction is an attitude of contentment formed by an employee towards his job or task on the basis of the job satisfaction derived from any of the job factors: individual adjustment, group relationship, work environment or his/her interaction with the work environmental factors. It is a sense of mental accomplishment and disposition backed by the fulfillment of the employee's expectation of the job and achievement of the rewards received from the job. Thus job satisfaction represents the extent of match between the employee's expectation of the job and his achievement of it i.e. it is the satisfaction derived from the work life of the individual employee.

Job Satisfaction is the contentment derived by an employee on the basis of his perception about his worth in the context of his total work life. Morale and job satisfaction are positively linked, while productivity is closely related to job satisfaction.

More than two and a half decades ago, Seashore (1954) came to the conclusion that there is no definition of morale. It is a condition, which exists in a context where people are.

(a) Motivated towards high productivity,
(b) Want to remain with organization,
(c) Act effectively in crisis,
(d) Accept necessary changes without resentment or resistance,
(e) Actually promote the interest of the organization, and
(f) Are satisfied with their job.

Morale is a general attitude of the worker and relates to group while job satisfaction is an individual feeling, which could be caused by a variety of factors including group. In job satisfaction no such condition is attached. A given individual may be satisfied with a variety of factors, like salary, co-workers, his own contribution, etc. In fact, morale itself could also be a source of satisfaction to an individual.

Relation between Job Satisfaction and moods

Researchers found that employee moods have a great bearing on whether they choose to be absent or leave their jobs all together. However employees who are satisfied with their jobs are less likely to act on those moods.

Positive and negative mood dimensions

We all know that mood has an affect on people's attitudes toward life and work. Feelings and moodiness carry over from situation to situation. One dimension is the positive side of mood. People with high positive affective moods are those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative side of moodiness. People possessing a high negative affective mood are distressed, fearful, nervous and possible angry. On the other hand a low negative affective mood is characterized by a state of calm and a relaxed attitude.

These two dimensions seem to be on a continuum relative to each other. However, as they do not have the same bearing on behavior, they are considered to be two separate and distinct dimensions each resulting in people reacting in different ways. Decisions made as a result of a high positive mood (people who are alert feeling good about life) are quiet different from those resulting form a high negative mood (people who are fearful and anxious).

Moods and Absenteeism

Employees with low positive moods are listless and tired. These are the employees who have a tendency to wake in the morning feeling depressed and to choose to stay home for the day. This tendency toward absenteeism was also found by researchers among employees reporting high negative moods (employees who reported being upset, distressed and fearful). Employees reporting moods on the other end of these two dimensions were not absent from work. This is not surprising. People with high positive moods are feeling enthusiasm and zestfulness about life in general. This carries over into a positive attitude about work. So, coming to work is a positive experience and absenteeism is very low among these employees. It also stands to reason that employees, whose moods were on the low end of the negative affective dimension (employees who reported calm and a relaxed attitudes about life), also tended to be absent less often.

Hence it is clear that moods or feelings about life affect the job and that this could cause loss in productivity and continuity of service through poor attendance. It is also clear that employees with "good moods" are an asset to the organization. However moodiness is a fact of life.

Relation between Job Satisfaction and work Behavior

Generally the level of job satisfaction seems to have some relation with various aspects of work behavior like absenteeism, adjustment, accidents, productivity and union affiliation. There are few studies that have used a casual design in which they have first identified the high-low groups on work behavior and then have taken the job satisfaction data.

Although it is difficult to define adjustment most psychologists and organizational behaviorists have been able to narrow it down to what they call neuroticism and anxiety. Neuroticism, perhaps, can be examined in the light of what is socially desirable. Generally deviation from socially expected behavior has come to be identified as neurotic behavior. Since the socially expected desirable behavior may change from generation to generation, the symptoms of deviant behavior may also change. Neuroticism also varies in degree. Chronic absenteeism may verge on neuroticism while a person coming barefoot to the office may be a milder form of it. Though it may be easy to identify symptoms of neuroticism it is very difficult to know what causes it. Family tensions, job tensions, social isolation, emotional stress, fear, anxiety or any such sources could be a source of neuroticism.

Anxiety, on the other hand, has a little clearer base. It is generally seen as a mental state of vague fear and apprehension, which influence the mode of thinking. Its reasons vary from individual to individual and in the same individual from time to time. However, irrespective of the sources, anxiety usually shows itself in such mental states as depression, impulsiveness, excessive worry and nervousness. [107]

Adjustment problem usually show them selves in the level of job satisfaction. For long, both theorists and practitioners have been concerned with employees' adjustment and have provided vocational guidance and training to them to minimize its impact on work behavior. Most literature in this area, generally suggests a positive relationship between adjustment and job satisfaction. People with lower level of anxiety and low neuroticism have been found to be more satisfied with their jobs.

Job Satisfaction and Accidents

Research on the relationship between job satisfaction and accident, generally shows that the higher the satisfaction with the job, the lower is the rate of accidents. Though it is difficult to, explain such a relationship but generally a satisfied employee would not be careless or negligent and would encounter lesser possibilities of running into an accident situation. The more favorable attitude towards job would make him more positively inclined to his job and there would be a lesser probability of getting to an unexpected, incorrect or uncontrolled event in wllich either his action or the reaction of an object or person 'may result in personal injury.

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[107] D. M. Rousseau, "Organizational Behavior in the New Organizational Era," in J. T. Spence, J. M. Darley, and D. J. Foss , *Annual Review of Psychology*, vol. 48, p. 523.

The general trend seems to be of higher satisfaction score of non-accident group as compared to the accident group. Subsequent analysis showed that the differences in the averages were statistically, significant in the areas of management and personal adjustment. Although the satisfaction scores were not statistically significant in the job and social relation areas for the two groups, as far as the overall satisfaction is concerned no accident group was found to be significantly more' satisfied than the accident group.

Job Satisfaction And Employee Withdrawal

When employees are dissatisfied with their jobs they tend to find ways of minimizing their exposure to them-that is, they *withdraw*. Two main forms of employee withdrawal are absenteeism and voluntary turnover. By not showing up to work and / or by quitting to take a new job, people might be expressing their dissatisfaction with their jobs or attempting to escape from the unpleasant aspects they may be experiencing.

Satisfaction and Absenteeism

With respect to absenteeism, research has shown that the lower individuals' satisfaction with their jobs, the more likely they are to be absent from work. The strength of this relationship, however, is modest rather than strong. The reason is that dissatisfaction with one's job is likely to be just one of many factors influencing employees' decisions to report or not report to work. For example, even someone who really dislikes her job may not be absent if she believes her presence is, necessary to complete an important project. Not surprisingly, companies are extremely interested in controlling the problem of absenteeism.

In everyday life certain contingencies require a little extra effort on the part of workers to come to work. A minor problem with bicycle, a drizzle, a small fight with the spouse and several such incidents have a tremendous impact on the work attendance. For a dissatisfied worker these may be major reasons for missing the work but for a satisfied worker these may be irrelevant. The fact, however, remains that the absence from work, irrespective of the reasons, adds considerable cost to the process of output. One such cost is paying a large sum to *badli workers* or retaining a large number of employees than required to meet such contingencies arising out of the phenomena of absenteeism. Over manning alone amounts to 10 per cent of the total work force.

We find a consistent negative relationship between satisfaction and absenteeism, but the correlation is moderate-usually less than +0.40.60 While it certainly makes sense that dissatisfied employees are more likely to miss work, other factors have an impact on the relationship and reduce the correlation coefficient. Organizations that provide liberal sick leave benefits are encouraging all their employees-including those who are highly satisfied to take days off.

An excellent illustration of how satisfaction directly leads to attendance, where there is a minimum impact from other factors, is a study done at Sears. The interesting dimension in this study is that the snowstorm gave the Chicago employees a built-in

excuse not to come to work. The storm crippled the city's transportation, and individuals knew they could miss work this day with no penalty. This natural experiment permitted the comparison of attendance records for satisfied and dissatisfied employees at two locations one where you were expected to be at work (with normal pressures for attendance) and the other where you were free to choose with no penalty involved. If satisfaction leads to attendance, where there is an absence of outside factors, the more satisfied employees should have come to work in Chicago, while dissatisfied employees should have stayed home. The study found that on this particular April absenteeism rates in New York were just as high for satisfied groups of workers as for dissatisfied groups. But in Chicago, the workers with high satisfaction scores had much higher attendance than did those with lower satisfaction levels. These findings are exactly what we would have expected if satisfaction were negatively correlated with absenteeism. Regardless of level of satisfaction, the latter are more likely to remain with the organization because the receipt of recognition, praise, and other rewards gives them more reasons for staying.[108]

Satisfaction and Turnover:

Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism. Yet, again, other factors such as labor market conditions, expectations about alternative job opportunities, and length of tenure with the organization are important constraints on the actual decision to leave one's current job.

Low satisfaction has been found to be consistently associated with turnover. Less satisfied employees are more likely to quit their jobs than others who are more satisfied with their jobs. Less satisfied employees are also likely to be absent from work more frequently than their more satisfied co-workers.

Another costly form of withdrawal related to job satisfaction is <u>voluntary turnover</u> The lower peoples levels of satisfaction with their jobs, the more likely they are to consider resigning and to actually do so As in the case of absenteeism, this relationship is modest, and for similar reasons. Many factors relating to the individuals, their jobs, and economic conditions shape decisions to move from one job to another. For example, in a recent study Judge found that the extent to which satisfaction was associated with turnover depended on people's affective dispositions-that is, on their tendency to be generally satisfied (happy with life in general) or dissatisfied (prone to gripe a lot about things) .[109]

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[108] C .W. Clegg Psychology Of Employee Lateness Absenteeism And Turnover: A Methodological Critique And An Empirical Study Journal Of Applied Psychology, February 1983.

[109] C. L. Hulin, M, Roznowski, and D. Hachiya, "Alternative Opportunities and Withdrawal Decisions: Empirical and Theoretical Discrepancies and an Integration," *Psychological Bulletin,* July 1985, pp. 233-50; and J. M. Carsten and P. E. Spector, "Unemployment, Job Satisfaction, and Employee Turnover: A Meta-Analytic Test of the Muchinsky Model Journal *of Applied Psychology,* August 1987, pp. 374-81.
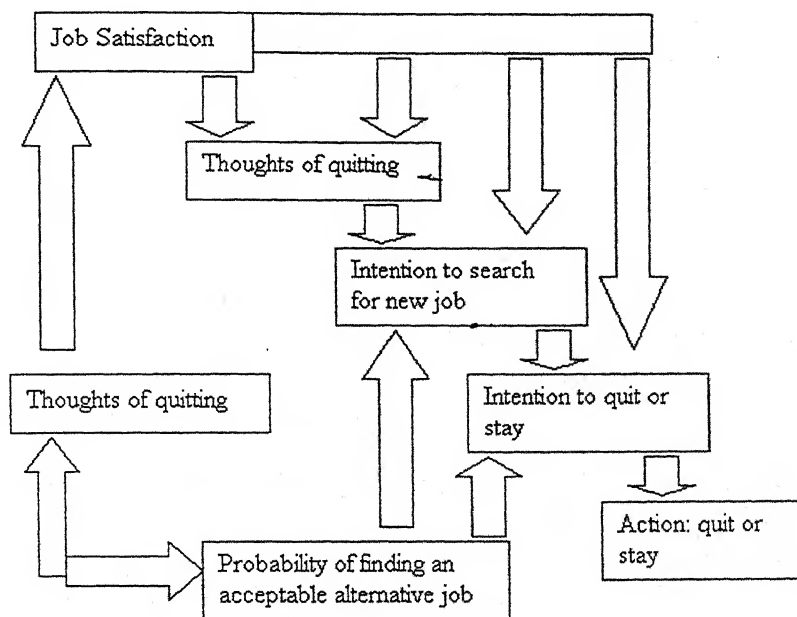
Fig. 27

As one might imagine, there are many more variables involved in making turnover decisions. Many of these are described in a model of the voluntary turnover process described by Mobley (see Figure) According to this conceptualization; job dissatisfaction leads employees to think about the possibility of quitting. This, in turn, leads to the decision to search for another job. Then, if the search is successful, the individual will develop definite intentions either to quit or to remain on the job. Finally, these intentions are reflected in concrete actions.

Job Satisfaction And OCB (Organizational Citizenship Behavior)

It seems logical *to* assume that job satisfaction should be a major determinant *of* an employee's organizational citizenship behavior (OCB). Satisfied employees would seem more likely *to* talk positively about the organization, help others, and go beyond the normal expectations in their job. Moreover, satisfied employees might be more, prone *to* go beyond the call *of* duty because they want *to* reciprocate their positive experiences. Consistent with these thinking, early discussions *of* OCB assumed that it was closely linked with satisfaction. More recent evidence, however, suggests that satisfaction influences OCB, but through perceptions *of* fairness.[110]

There is a modest overall relationship between job satisfaction and OCB. But when fairness is controlled for, satisfaction is unrelated *to* OCB. What does this mean? Basically, job satisfaction comes down *to* conceptions *of* fair outcomes, treatment, and

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[110] D .W. Organ, Organizational Citizenship Behavior: The Good Soldier Syndrome Lexington Books Lexington Mass, 1987.For A Recent Study C. Robert H. Moorman The Influence Of Cognitive And Affective-Based Job Satisfaction Measures On The Relationship Between Satisfaction And Organizational Citizenship Behavior Human Relations Vol. 46,1993

procedures. If one don't feel that the supervisor, the organization's procedures, or the pay policies are fair, the job satisfaction is likely to suffer significantly. However, when one perceives organizational processes and outcomes to be fair, trust is developed. And when one trusts one's employer, one is more willing to voluntarily engage in behaviors that go beyond formal job requirements.

Satisfied and committed employees, for instance, have lower rates *of* turnover and absenteeism. Given that managers want *to* keep resignations and absences down-especially among their more productive employees-they will want to do those things that will generate positive job attitudes.

Managers should also be aware that employees would try *to* reduce cognitive dissonance. More important, dissonance can be managed. If employees are required *to* engage in activities that appear inconsistent to them or that are at odds with their attitudes, the pressures *to* reduce the resulting dissonance are lessened when the employee perceives that the dissonance is externally imposed and is beyond his or her control or if the rewards are significant enough to offset the dissonance. [111]

Job Satisfaction and Unionism

In the Indian context where unions are strong and persuasive, to think of job satisfaction without unionism would be very unrealistic. Although a large number of workforces, particularly in rural sector, is not unionized, in large cities and industrial belts unions are a fact of life. If the organizational climate, personnel policies and practices of management are seen as dissatisfying, most workers tend to look up at the union official to settle their grievances. Union leaders to gain membership and support of the work force often exploit not only this, the dissatisfaction of the employees' with the work and work environment and suggested that the greater the job satisfaction, the less favorable was the attitude towards the union. [112]

Job Satisfaction and Productivity

In earlier accounts of economic history the term productivity was hardly used. However, Plato, Aristotle and Adam Smith used the concepts akin to the concept of productivity. Karl Marx also fully elaborated the importance of productivity from the point of view of social and economic development.

However, there is rather clear acceptance of the fact that productivity should be thought of as a ratio concept-the ratio of the output of goods and services produced or generated by an organization divided by the input used to produce them. [113]

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[111] C. A. Smith, D. W. Organ, and J. P. Near, "Organizational Citizenship Behavior: Its Nature and Antecedents," Journal *of Applied Psychology,* October 1983, pp. 653-63; and A. P. Brief, *Attitudes In and Around Organizations*, pp. 44-45.

[112] Organization for European economic cooperation, terminology of productivity, Paris, 1950, p.4

[113] Edward E. Lawler III, "Satisfaction and Behavior", in: Barry M. Shaw, *Psychological Foundations of Organizational Behavior,* Santa Monica, California: Goodyear Publishing Company, 1977, p. 99 25Kopleman, Richard E.: Managing Productivity Organizations, McGraw-Hill Book Company, New York, 1986, p.3.

$$\text{Productivity} = \frac{\text{Total Output}}{\text{Total Input}}$$

Productivity is a vital indicator of economic performance and resilience of an economic system. This complex but key indicator has provided explanation for swings in the fortunes of different economies. Productivity is not an end in itself; in fact, it is a mechanism for improving the material quality of life. Productivity is fundamental to progress throughout the world. It is at the heart of economic growth and development, improvement in standards of living and quality of life.[114]

In Indian conditions, however, such a generalization, which has been found valid for Western samples, does not seem to make much sense. Given the limited opportunities for job openings and large number of people aspiring for them, to get a job itself may be very satisfying. In order to retain the job, the employee may be tempted to please the management by producing more. Hence there may be a positive correlation between job satisfaction and productivity. Their results of various researches showed significant positive relationship between job satisfaction and employees' intention to show positive behavior towards work without being contingent upon reward, behavior that confines to prescribed standards and behavior that shows quality consciousness.

Although studies do not explain why such a relationship may exist, perhaps one can examine the effect of moderator variables in understanding the relationship between job satisfaction and productivity.

Herzberg analyzed the results of twenty-six studies focusing on the relationship between job satisfaction and productivity. Fourteen of these studies showed that workers with positive job attitudes had higher productivity than those with negative attitudes: in nine studies, job attitudes and productivity were not related; and in three studies, workers with positive attitudes had poorer production records than those 'with negative attitudes.[115] Brayfield and Crockett concluded from a review of a number of research studies that job satisfaction did not necessarily imply high performance and that "production may be only peripherally related to many of the goals toward which the industrial worker may he striving' ".[116]

Low satisfaction and high productivity may be found to exist together where a highly task-oriented and coercive supervisor uses scientific management techniques to push up production without any regard to employee's needs and feelings. In a large-scale field experiment conducted by Morse and Reimer in four parallel divisions of an organization, it was found that while the satisfaction of the workers increased in autonomy program and decreased in the hierarchical program, productivity increased more in the hierarchically controlled division.

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[114] Kopleman, Richard E.: Managing Productivity Organizations, McGraw-Hill Book Company, New York, 1986, p.3.)

[115] Frederick Herzberg, B, Mausner, R, Peterson and Dora Capwell, *Job Attitudes:* Review of *Research and Opinion* (Pittsburgh : Psychological Service of Pittsburgh. 1957). Pp, 43-47.

[116] Arthur. H, Brayfield and Waller H, Crockett "Employee Attitudes and Employee Performance".*Psychological Bulletin* (September, 1955
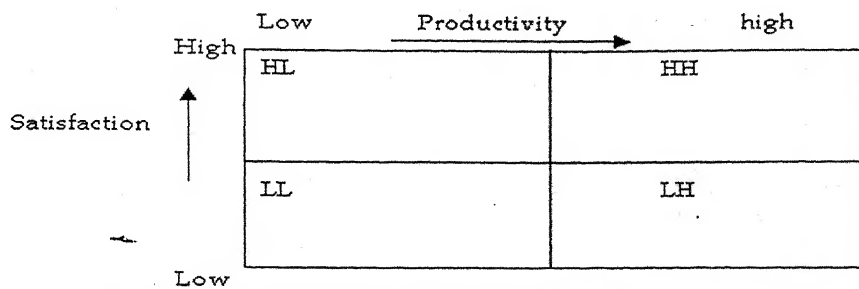
Fig. 28   Relationship Between Satisfaction and Productivity

Low employee satisfaction and low productivity occur when the supervisor is laissez-faire type. He neither takes care of employee need, nor of production. The more satisfied one is with their job, the more productive he or she will be. High productivity and high satisfaction exist when, supervisor is both employee-oriented as well as task-oriented, He tries his best to help his employees in the fulfillment of their social and Psychological needs but also sets high performance goals and demands high production. He integrates employee's needs with organizational goal.

Job Satisfaction And Organizational Objectives

Much of job satisfaction research has centered on the correlative studies examining the association of personality or job factors with job satisfaction. In these studies the respondents have evaluated their understanding of how satisfied/dissatisfied they felt with various aspects of jobs and whether this had anything to do with such factors as age, sex, years of experience, income, etc. In the other set of studies, the respondents have been divided into groups based on their biographic variables and the effect of such variables has been studied on satisfaction / dissatisfaction. Alternatively, based on satisfaction score they have been divided into groups of high, low and moderate, and backward analysis is done to see how they differ on biographic or other job variables.

Khandwalla and Jain [117] designed a research to study how goals of organizations affect the satisfaction level of the managers. In this study the unit of analysis was organization as a whole and not the individual responses of the respondents.

1. Higher profitability
2. Performance stabilization
3. Higher sales growth rate
4. Growth in market share
5. Better public image
6. Greater customer loyalty
7. Better relationship with government
8. More professionalized management

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[117] Khandwalla, P.N. (1988), 'Organizational Effectiveness," In Pandey, J. (Ed.) *Psychology in India: The-State-of-the-Art* (Volume 3, pp. 97-216), Sage, New Delhi. and Jain, Jayanti Lal, 'Economies of Scale in Banking: Empirical Evidence'; *Prajnan July-Sept.* 1988', pp. 301-18.

9. Higher employee morale
10. Higher operating efficiency
11. Greater supervisory and managerial skills
12. Increased meeting of national priorities

Managers also filled out a satisfaction questionnaire consisting of following 14 job factors. These were rated on a 4-point scale of significance to raters.

I. Sense of challenge and worthwhile accomplishment
2. Opportunity for personal growth and development
3. Opportunity for taking initiative
4. Superior's appreciation for good work
5. Decision making authority
6. Opportunity for promotion
7. Job freedom
8. Opportunity to influence superior's decisions
9. Social prestige of organization
10. Considerate and helpful boss
11. Congenial colleagues
12. Opportunity to serve society
13. Job security,
14. Pay, allowances and other perquisites

Using organization as a unit of analysis the results revealed that higher profitability, higher growth rate in sales, and performance stability, were rated as the three most important top management goals, while sense of challenge, opportunity for taking initiative and risk were rated as the three most important satisfaction factors by 47 organizations.

Job Satisfaction And Personal Characteristics

When a person comes to work, brings with him his total personality, his attitudes, likes and dislikes, his personal characteristics and these, in turn, influence the satisfaction he derives from his work. As work is one of the necessary aspects of the total life experience of an individual, it becomes important to examine how his personal characteristics influence his job. Personal characteristics here refer to such biosocial variables as age, marital status, education, length of service, and income, etc.

Seventeen studies conducted between 1962 and 1998 on Indian samples were reviewed to examine the relationship between job satisfaction and age, marital status, education, income, number of dependents and length of service. These studies are summarized and are discussed below.

Age   The relationship between age and job satisfaction could be complex. In the satisfied group (15-18) there was considerably, large number of respondents below 35 as compared to those above 35. Perhaps, the younger employees with greater initial enthusiasm found more interest in their work and hence felt more satisfied.

Age	Job satisfaction
Below 20	8.16
20-29	9.11
30-39	9.69
40-49	9.16
50-59	10.67

Table 1

Marital Status Of the six studies, except for two studies-one which shows that married employees are more satisfied [118] and the other showing that single employee are more satisfied [119] the other four studies show no relationship between marital status and job satisfaction.

Generally, one would assume that with increasing responsibilities placed on an individual because of marriage, he would value his job little more than an unmarried employee. But the results seem to suggest that generally marital status has nothing to do with job satisfaction,

Education Seven out of nine studies reviewed here have concerned themselves with the relationship between education and job satisfaction. Except for a study, which shows positive relationship and the other, which shows negative relationship, most studies show no relationship between job satisfaction and education. However, it, is reasonable' to', assume that the more educated would be more frustrated in routine jobs.

Income Given the earlier discussion on the significance of income to the workers in today's Indian condition, higher income should lead to higher job satisfaction. It was found that job satisfaction increased with increasing wages for the skilled group only; Sixty-two male employees of a private factory also showed positive relationship .Yet another study also found increasing satisfaction with increasing income for engineers in Gujarat.

Years or Experience One of the seven studies that have dealt with the relationship of job satisfaction and years bf work experience shows negative relation while two others provide just the contrary findings, Remaining four' show no relationship 'between the years of work experience and job satisfaction. If one goes by the general understanding, perhaps a person who is just starting his career would be more satisfied with it because of initial enthusiasm which might wear off 'after a while. However, as soon as he reaches a period close to retirement, his satisfaction should again increase because of the lack of alternative opportunities available to him.

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[118] Sinha, J.B.P. & Verma, Jyoti, (1994), "Collectivism and Socio-Economic and Psychological Well-Being,"

[119] Rao, M. Ram Mohan, 'Banking Industry: Productivity and Personnel Policy'; *The Economic Times*, June 29, 1983, p. 9.

Measurement deficiency. The first reason for the failure is the explanation for the lack of clear-cut relationship between satisfaction and productivity, which may be attributed to the measurement of satisfaction. As jobs do not lend themselves to concrete, objective measurement. In such cases it all depends on the subjective evaluation of superior or manager who may be biased. In the absence of objective criterion, subjective evaluation may become objectionable and unreliable. They might distort the relationship.

Performance cannot significantly vary another explanation for the lack of relationship may be in terms of simple reality that individual's performance level cannot significantly vary. A worker in general operates under certain technological constraints where he cannot go beyond a particular level of output. Furthermore, many work situations are pegged to a minimally acceptable performance levels, with consequence that superiors place no premium upon higher level of performance: in some cases the superior discourage such disrupting increments in performance.

The model developed by Porter and Lawler provide a reasonably convincing explanation of the relationship between job satisfaction and other human factors of productivity.
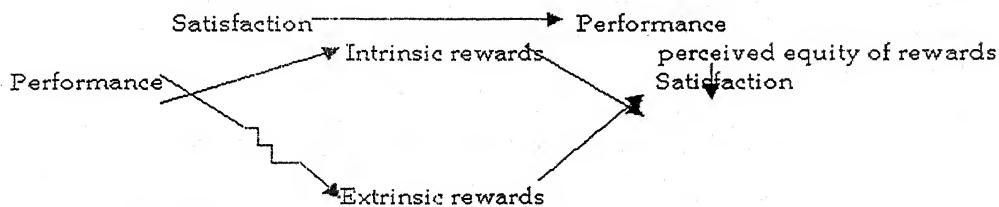
Fig. 29
The performance in this intriguing model leads to two kinds of rewards –intrinsic and extrinsic. Extrinsic are under the control of organization such as salary and production bonuses while intrinsic rewards such as challenging jobs etc. stem from the job itself. Intrinsic rewards are more closely related to satisfaction.

4. INCREASING JOB SATISFACTION: - WAYS AND MEANS

A very genuine question may strike to an average person that why is it important *to* know an individual's values? Although they don't have a direct impact on behavior, values strongly influence a person's attitudes. So knowledge *of* an individual's value system can provide insight into his or her attitudes.

An employee's performance and satisfaction are likely *to* be higher if his or her values fit well with the organization. This argues for management *to* strive during the selection *of* new employees to find job candidates who n9t only have the ability, experience, and motivation *to* perform but also have a value system that is compatible with the organizations.

Techniques Of Raising The Job Satisfaction Level

Nowadays satisfaction of employees is very important element for the fulfillment of long-term goals of the organization, reason being that there is paradigm shift in the resources. Human Beings are considered to be one of the most important resources of the organization. If proper tools and techniques of management are adopted the level of Job Satisfaction can be increased among the employees some of the techniques are stated below.

a)   Job Design: Structuring Tasks For High Motivation

The approach to motivation and job satisfaction that we will consider in this topic is the largest in scope because it is directed at improving the nature of the work performed. The idea behind job design is that motivation can be enhanced by making jobs more appealing to people.

i)   Job Enlargement And Job Enrichment

One of the first modem approaches to redesigning jobs suggested that such consequences could be minimized by having people perform an increased number of different tasks all at the same level. This approach is known as job enlargement. Adding tasks in this fashion is said to increase the *horizontal job loading* of the position.

The enlargement of jobs combined these various functions into larger jobs performed by the same people. Although it was more difficult and expensive to train people to perform the enlarged jobs than the separate jobs, important benefits resulted as well. And, because one person follows the whole job all the way through, greater opportunities to correct errors existed. [120]

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[120] Orpen, C. 1979, The effects of Job Encirclement on Employee Satisfaction, Motivation, Involvement   and Performance: A Field Experiment, *Human Relations*, 32, 189 - 217.

High

Level of

Responsibilit

Vertical

Job Loading

Standard Job

TASK 1   TASK 2

Low

Low   No. Of Tasks   High

(Horizontal Job Loading)

High

Level of

Responsibilit

Vertical

Job Loading

Enlarged Job

Job Enlargement adds
more tasks at same
level of responsibility

TASK 1   TASK 2   TASK 3   TASK 4

Low

Low   No. Of Tasks

96
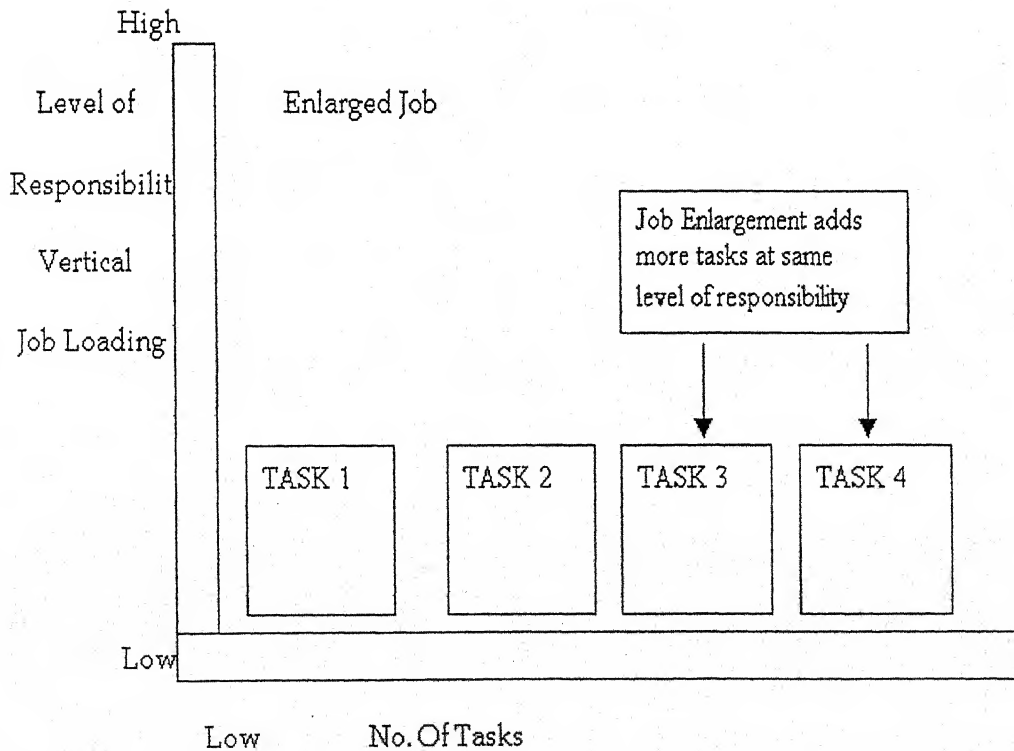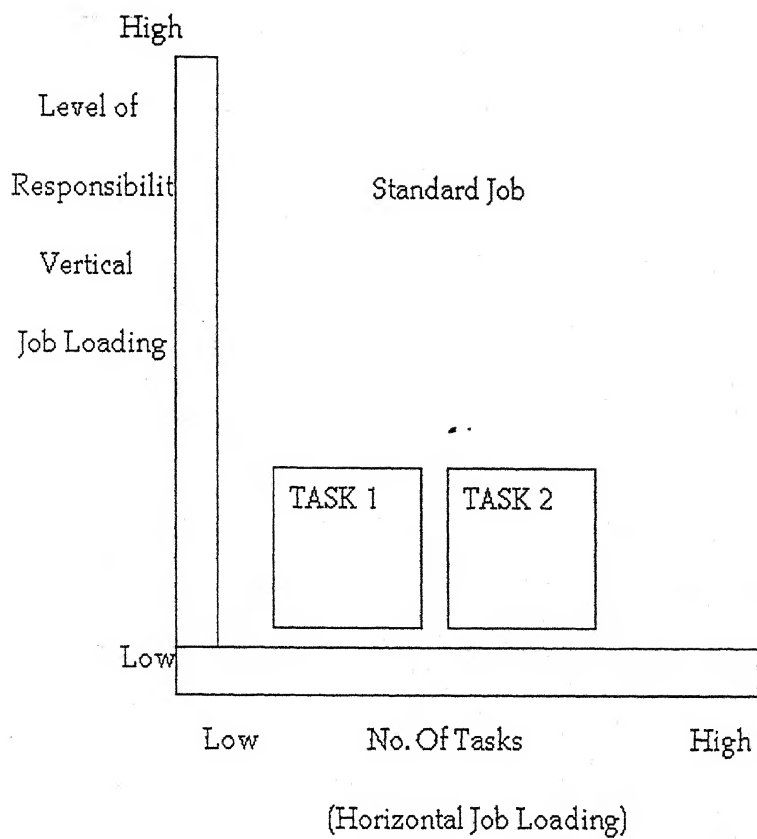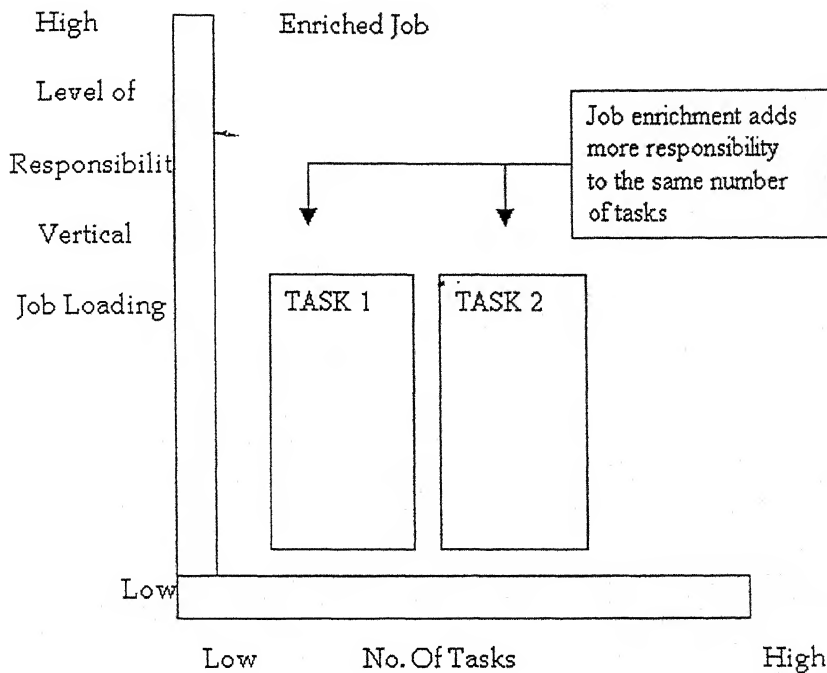
(Horizontal Job Loading)

Fig. 30

In contrast to job enlargement, job enrichment gives employees not only more jobs to do, but also more tasks to perform at a higher level of skill and responsibility (Figure). Job enrichment gives employees the opportunity to take greater control over how to do their jobs. Because people performing enriched jobs have increased opportunities to work at higher levels the job enrichment process is said to increase a job's vertical job loading.

Job Enlargement Versus Job Enrichment: Two Ways Of Designing Jobs

Although evidence suggests that job enrichment programs also have been successful at other organizations, several factors limit their popularity. Most obvious, is the *difficulty of implementation.* To redesign existing facilities so that jobs can be enriched is often prohibitively expensive. The technology needed to perform certain jobs makes it impractical for them to be redesigned. Another impediment is the lack of employee acceptance. Similarly, people may get used to having to do in certain ways, and don't like having to change.

ii) The Job Characteristics Model

The job characteristics approach assumes that jobs can be designed so as to help people get enjoyment out of their jobs, and care about the work they do. The *job characteristics model* identifies how jobs can be designed to help people feel that they are doing meaningful and valuable work. In particular, the model proposed by

97

Hackman and Oldham specifies that enriching certain elements of jobs alter people's psychological states in a manner that enhances their work effectiveness. Specifically, the model identifies five *core job dimensions* that help create three *critical psychological states,* leading, in turn, to several beneficial *personal and work outcomes*
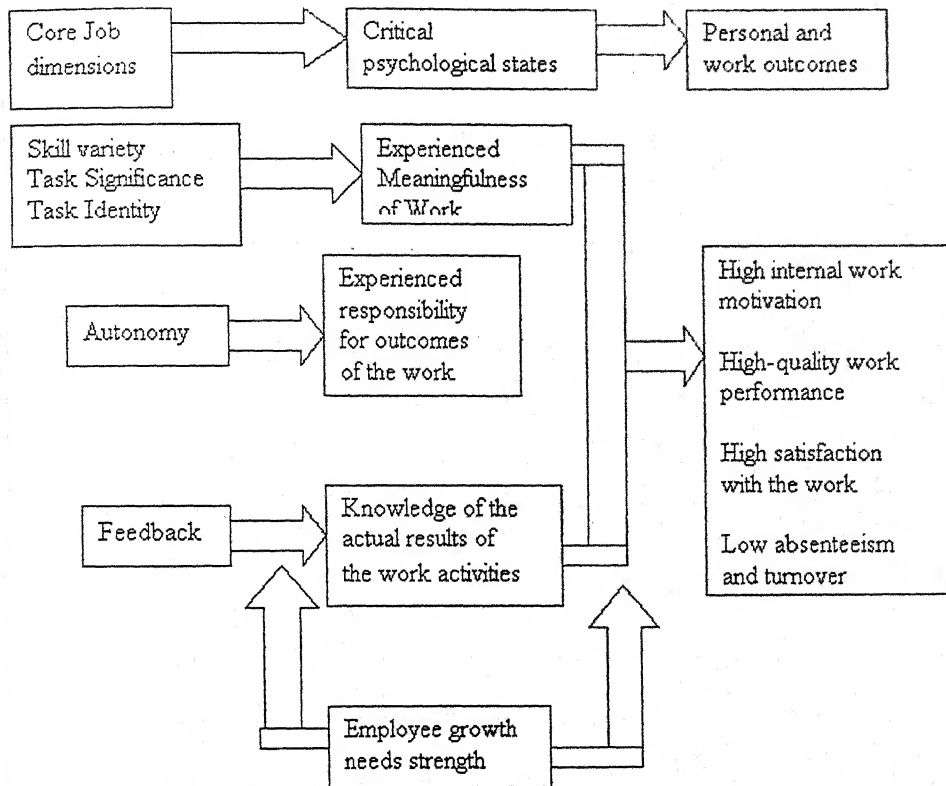
The five critical job dimensions are *skill variety, task identity, task significance, autonomy,* and *feedback..*

Fig. 31

Skill variety is the extent to which a job requires a number of different activities using several of the employee's skills and talents. For example, an office manager with high skill variety may have to perform many different tasks.

Task identity is the extent to which a job requires completing a whole piece of work from beginning to end. For example, tailors will, have high task identity if they do everything related to making a whole suit (e.g., measuring the client, selecting the fabric, cutting and sewing it, and altering it to fit).

Task significance is the degree of impact the job is belt: led to have on others. For example, medical researchers working on a cure for a deadly disease probably recognize the importance of their work to the world at large.

Autonomy is the extent to which employees have the freedom and discretion to plan, schedule, and carry out their jobs as desired. For example, a furniture repairperson

may act highly autonomously by freely scheduling his or her day's work and by freely deciding how to tackle each repair job confronted.

Feedback is the extent to which the job allows people to have information about the effectiveness of their performance. For example, telemarketing representatives regularly receive information about how many calls they make per day and the number and values of the sales made.

The job characteristics model specifies that the three critical psychological states affect various personal and work outcomes--namely peoples feelings of motivation., the quality of work performed, satisfaction with work, absenteeism, and turnover. The higher the experienced meaningfulness of work, responsibility for the work performed, and knowledge of results, the more positive the personal and work benefits will be. When they perform jobs that incorporate high levels of the five core job dimensions, people should feel highly motivated, perform high quality work, be highly satisfied with their jobs, be absent infrequently, and be unlikely to resign from their jobs.

The relationship between the job characteristics and behavior is likely to be moderated by the level at which the employee works in the organizational hierarchy [121] and also the gender of the employee. [122]

Given the proposed relationship between the core job dimensions and their associated psychological reactions, the model claims that job motivation will be highest when the jobs performed rate high on the various dimensions. To assess this, a questionnaire known as the Job Diagnostic Survey (JDS) has been developed to measure the degree to which various job characteristics are present in a particular job. This is done by using an index known as the motivating potential score (MPS), computed as follows:

$$MPS = \frac{Skill\ variety + Task\ identity + Task\ significance}{3} \times Autonomy \times Feedback$$

The MPS is a summary index of jobs potential for motivating people. The higher the score for a given job, the greater the likelihood of experiencing the personal and work outcomes specified by the model. Knowing a job MPS helps one identify jobs that might benefit by being redesigned.

[121] Williamson, T.R. and Edward J.K. 1970, Job Satisfaction Variables Among Female Clerical Workers, *Journal of Applied. Psychology.* 54, No.4, 343 - 349.
[122] Wild, R. 1970, Job Needs, Job Satisfaction and Job Behavior of Women Manual Workers, *Journal of applied Psychology,* 54, No. 2, 162

b) Techniques For Designing Jobs That Motivate: Some Managerial Guidelines

Because researchers have been actively involved in studying the goal-setting process for many years, it is possible to summarize their findings in the form of principles. These represent very practical suggestions to enhance motivation

i) Combine Tasks

Instead of having several workers each performing a separate pan of a whole job, it would be better to have each Person perform the entire job. Doing so helps provide greater skill variety and task identity.

ii) Establish Client Relationships

The job characteristics model suggests that jobs should be set up so that the person performing a service comes into contact with the recipient of the service. Jobs designed in this manner will not only help the employee by providing feedback, but also provide skill variety (e.g., talking to customers in addition to fixing cars), and enhance autonomy (by giving people the freedom to manage their own relationships with clients), This suggestion has been implemented at Sea-Land Service, the large containerized ocean-shipping company.

iii) Open Feedback Channels

Jobs should be designed to give employees sufficient feedback. The more people know how well they are doing the better they are to take corrective action. Sometimes clues about job performance can be clearly identified as people perform their jobs

iv) Load Jobs Vertically

Loading a job vertically involves giving people greater responsibility for their jobs-leaking responsibility for and control over performance away from managers and giving it to their subordinates increases the level of autonomy the jobs offer these lower-level employees.

v) Updating The Employees With Latest Technology And Knowledge By HRD Programs

Companies do not hesitate to protect their investment in capital equipment and instruments. They go to extreme lengths to maintain their devices and update them when new software or design changes threaten to make them obsolete. And yet these same companies ignore the preventive maintenance required so that their single greatest investment, their people, grow and remain healthy and happy in the organization for years.

Regardless of whether your company offers these sorts of special programs or whether you look for ideas on your own, keep the challenge/mastery shuttle working for you in your career. It leads straight to the top.

vi)   By Bringing Cultural Change

To change an absenteeism culture, a cultural change might be brought by systematic efforts based on: -

- Involvement of employees at all levels

- Result orientation

- A positive focus

- A systematic approach

- Follow up

c) KATZ and Associates have identified four measures of Job Satisfaction

- Pride in work group
- Intrinsic Job Satisfaction
- Company involvement
- Financial and job status satisfaction [123]

To illuminate dissatisfaction or to improve job satisfaction a number of instructions can be undertaken. Some of the most important of them are

i)   Improving the working conditions

One simple prescribed solution to increase job satisfaction is to improve those conditions, which are organizational sore parts. In one company job enrichment raised the morale of electronic technicians. By identifying the root cause of job dissatisfaction the management can evolve a strategy for remedial action.

Working Conditions and Working Environment must be proper so that employees may not feel any difficulty in discharging their duties properly. Working conditions that are compatible with an employee's physical comfort and that facilitate doing a good job contribute to job-satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place, and adequate tools and equipment are the features which affect Job Satisfaction. The assumption that working conditions and satisfaction are interrelated contradicts the two-factor theory of motivation.

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[123] *R.A. Katzell, D.E. Thompson, And R.A. Guzzo, "How Job Satisfaction and Job Performance Are and Are not Linked," in C.J. Cranny, P.C. Smith, and E.F. Stone (eds.), Job Satisfaction (New York: Lexington Books, 1992,pp.195-217).*

Satisfaction

Unfavorable Work Environment

Favorable Work Environment
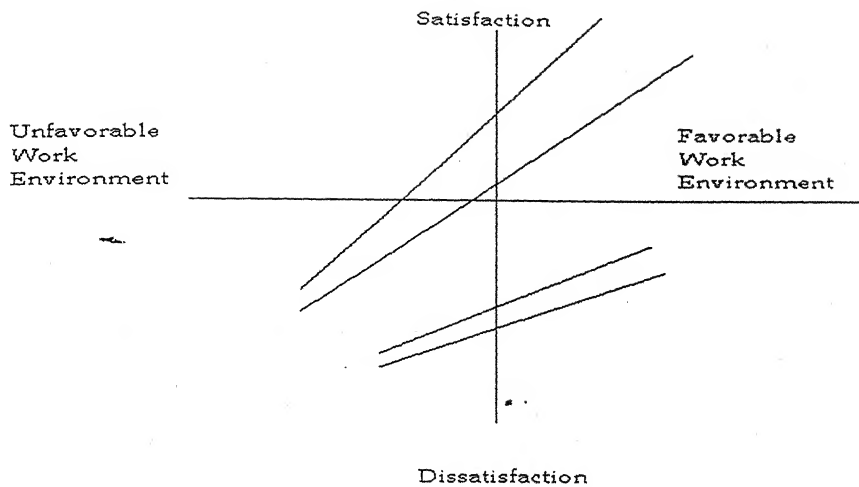
Dissatisfaction

Fig. 32 Work Environment and Job Satisfaction: Some Possible Relationships. [124]

ii) Transferring discontented workers

In some cases it is also possible to mitigate dissatisfaction by transferring the disgruntled employees to another job matching his tastes and preferences. This transfer achieves a better fit between individual and job characteristics and promotes job satisfaction. This kind of transfer may not be without certain constraints. The dissatisfied person may be unwilling to move from the existing position or he may be incompetent to hold other challenging job.

iii) Changing the perceptions of dissatisfied employees

Employees sometimes have misconceptions about many aspects of job etc. Dissatisfaction stems from these misperceptions about the organization. Employees may be misinformed about certain issues or the misperceptions might be based on inadequate or incorrect information's. In these cases, management can change the perceptions of dissatisfied employees and restore job satisfaction. By furnishing the correct information, discontent gets subsided over time.

iv) Initiate morale-building programs.

Organization conducts programs of development wherein morale building becomes a major part. Even the successful organizations also conduct new programs to keep the morale and job satisfaction at the higher level. For instance, *USAA* (United Service Automobile Association) -the effective organization from the viewpoint of profitability and having a record of good service to public and with high morale among employees, has recently introduced a program called 'vanpooling' which increased job satisfaction of a larger number of employee's

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[124] Richard M.Hodgetts, *Organizational Behavior*, Macmillan, 1991,p.87

d)   Other General Techniques

Fortunately, there is a much less expensive way to create greater employee satisfaction. It is virtually cost free and it increases productivity, which significantly improves the "bottom line." William M. Mercer, Inc. found in surveying 206 mediums to large companies in 1998 that in organizations with high turnover, compensation was the most common reason given for dissatisfaction. Several job elements contribute to job-satisfaction. The most important amongst them are wage structure, nature of work, promotion chances, quality of supervision, work group, and working conditions etc. Here some general techniques of increasing employee's job satisfaction are being mentioned.

i)   Right man for the right job

The very first important technique to increase the level of Job Satisfaction among employees is the allocation of work among the employees must be made on scientific basis so that right job may be allocated to the right person.

ii)   Proper Remuneration

Remuneration bears a close, direct & significant role in influencing Job Satisfaction of employees. This is because of two reasons. First, money is an important instrument in fulfilling one's needs; and secondly, employees often see pay as a reflection of management's concern for them. Employees want a pay system, which is simple, fair, and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Therefore, the remuneration must be adequate and proper so that the employees may feel that they are being duly rewarded for their job.

iii)   Security of Job

The jobs of employees must be secured so that they may feel stable in their jobs. Employee retention and turnover are the most objective measures of employee satisfaction/dissatisfaction in organizations. Common estimates of turnover costs range from $10,000 to $40,000 per person, depending on the position; while retention actually increases revenues. The Harvard Business review reports that a 5% increase in retention   results in a 10% decrease in costs and productivity increases ranging from 25% to 5%.

iv)   Promotion Opportunities

Promotional opportunities affect job satisfaction considerably therefore promotion opportunities must be available to the employees so that they may contribute their best efforts to achieve the targets. The desire for promotion is generally strong among employees as it involves change in job content, pays, responsibility, independence, status and the like. An average employee in a typical government organization can hope to get two or three promotions in his entire service, though chances of promotion are better in the private sector.

vi) Labor Welfare Schemes

Various schemes for labor welfare must be introduced like accommodation, medical facilities, insurance facilities, recreation facilities and prevention needs etc.

vii) Democratic supervision

There is a positive relationship between the quality of supervision and job-satisfaction Supervision of the enterprise must be based on democratic principles. The supervisors must adopt Theory Y of supervision instead of X theory. Supervisors who establish a supportive personal relationship with subordinates and take a personal interest in them contribute to their employee satisfaction.[125]. *Table* gives the list of Supervisory actions.[126]

1. Maintain open lines of communication
2. Create a good physical environment
3. Remedy sub-standard conditions
4. Transfer discontented employees
5. Change the perception of dissatisfied employees
6. Display concern for employees
7. Give ample recognition
8. Allow for participative management
9. Practice good management
10. Conduct morale-building programs

viii) Effective Communication System

Communication system must be sound so that the orders and instructions may easily be communicated to the employees and the opinions, suggestions, feelings and problems may be communicated to the Management.

ix) Establishment of Cordial Human Relations in work group

Cordial Human Relations must be established in the enterprise so that the employees may feel themselves an important part of the enterprise The work group does serve as a source of satisfaction to individual employees. It does so, primarily by providing group members, with opportunities for interaction, with each other. It is well known that, for many employees work fills the need for social interaction. The work group is an even stronger source of satisfaction when members have similar attitudes and values. Having people around with similar attitudes causes less friction on a day to-day basis.

x) Freedom to Work

Adequate freedom must be granted to the employees to do their work so that they may satisfy their ego. Organizations owe it to their employees to keep them fresh and

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[125] Sarveswar Rao, (1972), "Theoretical and Empirical Considerations of Two Factor Theory of Job Satisfaction," *Indian. Journal of Industrial Relations*, 7, 311-330.

[126] Andrew J.Du Brin, *op.cit.*, p. 66.

challenged, and there are certainly lots of ways to do that. In the case of the aforementioned scientist/supervisor, his company went to special lengths to help him with his problem. At our suggestion, the fellow pursued an adjunct professorship program that his company sponsored with a major university. He was able to grow scientifically as well as to develop and improve his administrative ability. Surprisingly, several months later, he chose to stay on his company's management ladder.

xi)   Nature of Work

Most employees crave intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make jobs mentally challenging. Jobs that have too little challenge create boredom. But too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, employees experience pleasure and satisfaction.

Sources of job-satisfaction
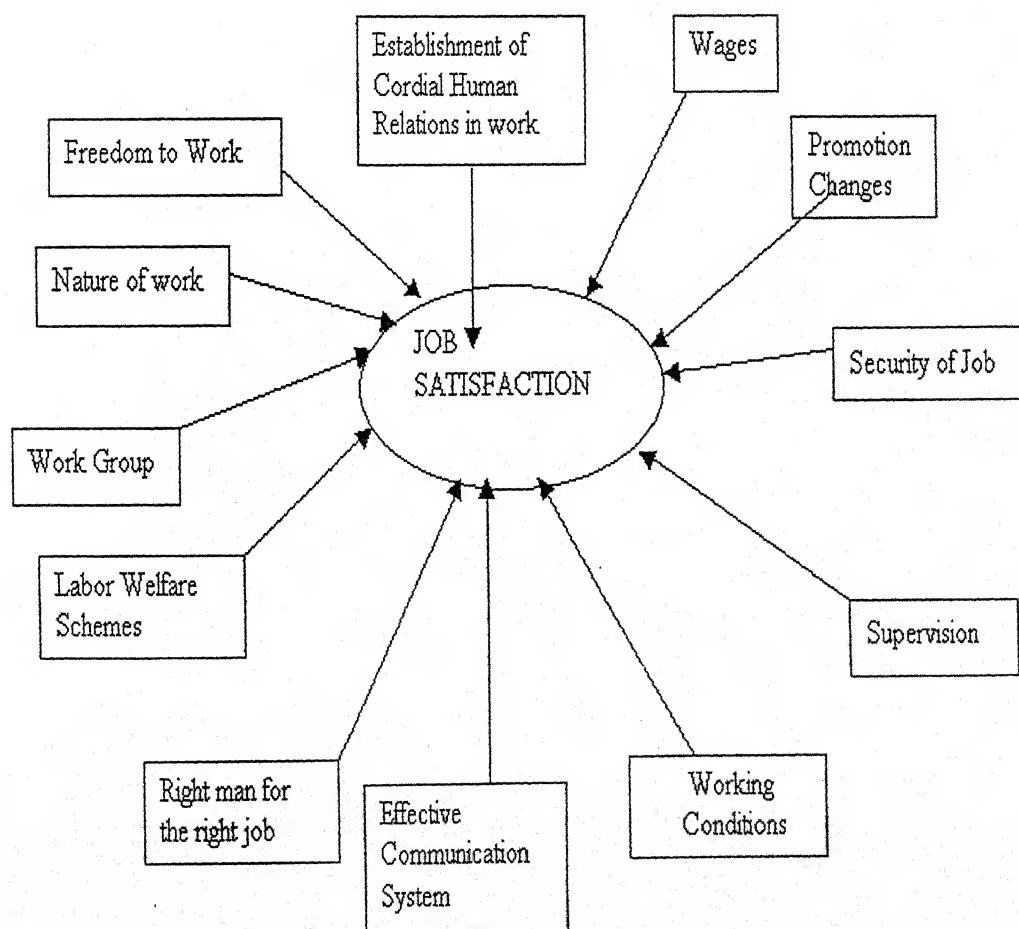
Fig- 33

Suggestions For Increasing Job Satisfaction: -

- Create an atmosphere where employees feel comfortable bringing their children to see the workplace. The kids get to see where mom or dad work, employees get to show off their kids, co-workers get to meet the children they've been hearing about for months or even years and the line between work and home begins to blur.

- Organize a company picnic, museum party, holiday gathering -- some kind of mixer for employees' families. An event like this is like a million water-cooler conversations. It makes the statement: We are not our jobs. Arrange a social gathering for employees. Keep it simple and low-key. Your aim is simply to get folks talking.

- When it's an occasional thing, flex the rules. Example: A person arrives late because the regular babysitter got sick. The culture should respect family needs more than it respects the corporate rulebook. Whatever you do, don't punish people for doing right by their families.

- Pinpoint several issues that are calling for conversation. Starting with the one topic that seems to be the least contentious, construct a dialogue that widely involves employees. This may be an opportunity to come together and openly talk about the situation and decide how to proceed. Be on the alert for situations that would benefit from dialogue. Avoid the inclination to work things out immediately with minimal involvement from others. Rather, pull people together, have a conversation about it, and opt for a group decision

- Encourage people to take ownership of their learning journeys. They can start by deciding what they need/want to learn...then matching this with available learning opportunities. Feed this effort by giving people the chance to do things they've never done before. Encourage employees to attend workshops outside the organization. Sure, there are plenty of sessions hardly worth the price of the training binder. Yet discriminating eyes can spot the gems -- and there *are* gems. Take advantage of them.

- Develop a formal mentoring program. You may want to pick a better name to some; the word "mentoring" has a patronizing, daddy-knows-best tone. But the concept is sound, and best of all, it gives people another chance to serve.

- Organize a series of liberally defined "focus groups" with customers. Think of these as fact-finding conversations, in which five or so employees sit down with an equal number of customers. Ideally, each group should involve employees from different parts of the organization. Possible questions: "How are you (customer) using our product/service? How are you benefiting? What do you love about it...hate about it...and why?" The challenge for employees: to ask probing questions, listen closely to the answers, and avoid becoming defensive. The immediate result is a closer connection to the finished product/service and those who benefit. As a bonus, you get customer insights that can pave the way to improvement.

- Scrutinize the organization's pay rates. Are they fair? Does each person's compensation match his/her true worth to the company? (Note the key

Chapter Three

RESEARCH DESIGN

1. Objectives of the Research.

2. Nature of the Research.

3. Sources and Methods of Data Collection.

4. Design of Sample.

5. Period of Study.

1. OBJECTIVES OF THE RESEARCH

The proposed study is designed to study the existing status of job satisfaction level of employees in banking industry with special reference to Jhansi and also to study the factors related to the job satisfaction, playing role in increasing or decreasing the job satisfaction level. It also aims to study the measures, which can lead to optimum level of Job Satisfaction in Banking Industry, and to put check on the Human Resource drain of the employees from public sector banks to private sector banks.

The first objective of job satisfaction survey is to give management an indication of general levels of satisfaction in banks. Survey will indicate specific areas of satisfaction *or* dissatisfaction (as with employee services) and particular groups of employees. Improved communication will be the benefit *of* the survey. Communication flows in all directions as people plan the survey, talk, and discuss its results. Particularly beneficial to the banks, as the upward communication will be practiced when employees are encouraged to comment about what they really have in their minds. An unexpected benefit from a job-satisfaction survey will be improved attitudes. For some employees, the survey is a safety valve, an emotional release, and a chance to get things *off* their chest. For others, the survey is a tangible expression *of* management's interest in employee welfare, which gives employees a reason to feel better towards management.

The job-satisfaction survey will also help to discover the causes of indirect productivity problems, such as absenteeism, turnover and poor quality of work. As already discussed, absenteeism and employee turnover are highly correlated with job satisfaction. It was also noted that these, in turn, affect productivity. If an organization is disturbed by a high rate of absenteeism or turnover, it might appropriately turn to job-satisfaction surveys to diagnose the cause. The causes could be low pay, lack of promotional opportunities, unchallenging jobs, unjust treatment, and the like. Without proper surveys, there could be random guessing on the part of management. A job-satisfaction survey will help management both to get a better handle on why employees are lagging and to plan better solutions to problems.

Another objective of satisfaction survey will be that it will help management to assess training needs. A job-satisfaction survey is an indicator of the effectiveness *of* organizational reward systems. As discussed earlier, there is a positive relationship between performance and satisfaction. This relationship will be strong when rewards (intrinsic and extrinsic) are distributed equitably contingent upon performance. Now, job-satisfaction surveys can provide some clues as to the effectiveness of the organizational reward system. They help managers judge whether the best performers are receiving the most rewards and the most satisfaction from their jobs. The best performers are likely to quit if they are not suitably rewarded.

One of the best uses *of* job-satisfaction survey will be in the evaluation *of* the impact *of* organizational changes on employee attitudes. For example, the management wants to know whether the job redesign program recently implemented in the organization has resulted in increased satisfaction to the employees. By comparing pre-change data and post-change data, it is easy to determine what impact the redesigned work has on

employee attitudes. Finally, it is not that, satisfaction surveys, benefit only management. They are useful to unions too. Often, both management and union argue about what the employees want, but neither really knows. The job-satisfaction survey is one way to find *out*. It is for this reason that unions support surveys.

2. NATURE OF THE RESEARCH.

The proposed research work is designed to study the existing status of job satisfaction level of employees in Nationalized Banks in Jhansi. It aims at developing measures to improve the Job Satisfaction level after studying the factors critical to Job Satisfaction level (JSL) and Quality of Work Life (QWL) .The study also aims at studying the role of government in Banking Industry and its effect on employees The nature of research for this particular research work may be described as: EXPLORATORY, DESCRIPTIVE AND DIAGNOSTIC

This research work has been divided into eight chapters. Which are as follows:

Chapter 1 -What is Job Satisfaction
Chapter 2-Factors Of Job Satisfaction
Chapter 3 -Research Design
Chapter 4-Banking Industry In India
Chapter 5-Hrd In Nationalized Banks
Chapter 6-Banks In Jhansi District
Chapter 7-Findings & Analysis
Chapter 8-Suggestions &Conclusion

There is an exploratory and descriptive research work in the first six chapters and descriptive and diagnostic research work in the seventh and the eighth chapters, which deal with the original survey conducted by the researcher.

The main purpose of an exploratory research is that of formulating a problem for more precise investigation, which in this case has been done in the last two chapters. The major emphasis in such studies is on the discovery of ideas and insights, such a research is flexible enough to provide opportunity for considering different aspects under study. Generally the following three methods are used for data collection in an exploratory research

a. Survey of existing literature
b. Experience survey
c. Analysis of insight stimulating examples

All of the three methods stated above have been used while collecting relevant information for, this research work. The emphasis has been more on survey of existing literature in the first six chapters along with the researchers own views and views collected from various people through informal talks.

In the latter part of the research, mainly, the last two chapters, the nature of the research changes from exploratory to descriptive and diagnostic. In this section the

study heavily depends upon the data collected through the questionnaires, together with other compiled material available to the researcher from the various banks in Jhansi.

The Last Chapter of the research is chiefly diagnostic in nature, since in this chapter the various recommendations have been made by the researcher, on the basis of the information which had previously been collected through a survey of existing literature and through experience survey, consisting of data collected through questionnaire filled by the bank employees of Jhansi.

Thus we say that we have not stuck to one form of research but have changed it as and when the need was felt.

a)   Tools

The present research study is likely to be based mainly on primary data. However secondary data will also be significantly used, appropriate operational research and statistical technique /models will be used for analysis and for drawing inferences. Tools will comprise of questionnaire and personal interviews.

b)   Methodology

The primary data is to be collected through questionnaires and personal interviews of Nationalized Bank employees. Secondary data have been also compiled from various reports and publications, newspapers, magazines, journals; books etc. the data so collected has been processed and tabulated. In the interpretation of data, however various statistical tools have been used for drawing valuable inferences.

c)   Hypothesis

In the present research study several hypothesis can be framed. Some of the tentative null hypotheses are: -

1.   Job Satisfaction Level of employees in Nationalized Bank is High.
2.   Job Satisfaction Level of employees in Nationalized Bank is not important.
3.   Job Satisfaction Level of employees in Nationalized Bank has no relation with performance and productivity.

On the basis of the present study various observations are likely to be emerged, these may lead to various interpretations to give the: -

1.   Existing Job Satisfaction Level in Banking Industry.
2.   Potential level of Job Satisfaction that can be attained.
3.   Elements in the Banks that directly affects the Job Satisfaction Level.
4.   Measures to prevent the drain of Human Resources from public sector Banks to private sector banks.

3. SOURCES AND METHODS OF DATA COLLECTION

The sources of data will be both primary as well as secondary data. The primary data will be collected from the appropriate sample by the means of questionnaires. If required personal interviews of the present as well as ex- employees of nationalized banks in Jhansi will also be entertained for making the study authentic and purpose achieving. The tertiary data, if required will be also collected in order to make the research work authentic. The secondary data will comprise of the works and research designs done on this line by other scholars and researchers, including reports, journals and research works.

4. DESIGN OF SAMPLE.

Sample design, as we know is a definite plan for obtaining a sample from a given population. It refers to the techniques or the procedure, which are adopted in selecting items for the sample.

Our Universe consisted of all banks. Our survey population consisted of all nationalized banks in Jhansi , I have to stick only to nationalized banks as there were no private banks in Jhansi and our Observational Units consisted of the employees of these nationalized banks .

The Sampling procedure, which we had adopted for the purpose of choosing the sample is "stratified sampling". It is a combination of both random sampling and purposive sampling. Here we had divided our survey population in three units as follows
  1. **Managerial**
  2. **Officers**
  3. **Clerical**

Thus in the selection of strata we made use of purposive selection method, but in selecting actual units from each stratum, random method was used. But even in random sampling care was taken to cover almost all branches and departments in selecting the workmen to be questioned.

5. PERIOD OF STUDY

The survey on this research, conducted at the nationalized banks in Jhansi was conducted in the month of April-May 2003. The preliminary spell of work relating to these units and & visit to these units was in the month of December –January 2003.
The total period of study on this particular research work lasted from April 2001 to June 2003. (Two years two months).

Chapter Four

BANKING INDUSTRY IN INDIA

1. History Of Banking In India

   A.   Introduction-Bank And Banking

   B.   History Of Banking In India

   C.   Development Of Banking In India

   D.   Features Of Banking

   E.   Banking And The Indian Economy

   F.   Role Of Reserve Bank And Other Banking Constituents.

   G.   The Banking Industry: An Overview

2. Structure Of Banks In India

   A.   Introduction -Un-Organized And Organized Sector

   B.   Banking Systems

   C.   Banking System In India

   D.   Classification Of Banks

   E.   Organizational Set-Up Of Banks

3. Impact Of LPG On Banking Industry In India

1.   HISTORY OF BANKING IN INDIA

Introduction

If India's dream of entering the 21st century as a developed country were to be fulfilled, the approach to development of banking industry would be one of the significant factors. Today, a wave of optimism is motivating the country's policy-makers, planners, administrators and managers to give shape and direction to the coming events, which will become milestones of progress in achieving our national goals. Public sector commercial banks will be under great compulsion to take to innovative banking in all vital areas deposit mobilization, lending and customer service. Apart from rationalization of their management structures and organizational methods, innovative banking will require computerization, expansion of training facilities and a healthy work environment. It is in this context that personnel management of public sector commercial banks in the country requires urgent attention.[127]

After independence, to boost up industrialization and to bring about social development in the country in an organized and systematic manner, need was felt for expansion of banking industry to meet long-term financial requirement of industrial and agricultural sectors as well as the general public. The Banking Regulations Act, 1949 and later many amendments in it provide for social control over banks in India.

a)   Definition Of Bank And Banking

Banking plays an increasingly important role in a nation's economy. Occupying a pivotal position in the organized money market, it has acquired a special place with its large network of branches, and with its huge deposits and advances. The long process of expansion, regulation and re-organization of Banking can be elaborately dealt with. With the gradual change in the very concept of banking and with the entry of State in its administration, Banking has assumed enormous importance as a subject of analysis and research

It is interesting to trace the origin of the word 'bank' in the modern sense. The German word" Banck" which means, heap or mound or joint stock fund. From the Italian word "Banco" meaning heap of money was coined. Some people have opinion that the word "bank" is derived from the French words "bancus" or "banque" which means a 'bench'. Initially, the bankers, the Jews in Lombardy, transacted their business on benches in the market place and the bench resembled the banking counter. If a banker failed, his ' banque ' (bench) was broken up by the people; hence the word "bankrupt" has come. In simple term, bankrupt means a person who has lost all his money, wealth or financial resources. Thus, the origin of the word bank can be traced as follows:

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[127] R.K. Sapru, "Personnel Management in Commercial Banks" Deep & Deep Publications,1987, pp-1-15

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Banck -German (Joint stock fund)

Banco - Italian (Heap of money)

Bancus- French (Bench/ chest a place where valuables are kept)

Banque

Bank - English (common meaning prevalent today, *i.e.,* as an institution accepting money as deposit for lending).

In the ordinary language, a 'Bank' is a person or a body corporate or an institution, which accepts deposits of money from the public and lends money to needy persons for productive purposes. It pays interest on the amounts kept with it in the form of various deposits and charges interest on the sum of money lent to others the difference of interest is the profit of the Bank. In technical terms, 'Any company which transacts the business of banking' may be called' Banking Company'. A bank is an institution, which deals in money and credit. Thus, bank is an intermediary, which handles other people's money both for their advantage and to its own profit. But bank is not merely a trader in money but also an important manufacturer of money. In other words, a bank is a factory of credit. Let us see the definitions of bank and banking, given by various authorities.

Crowther defines a bank as, "one that collects money from those who have it to spare to who are saving it out of their income and lends the money so collected to those who require it".[128]

Dr. L. Hart, says that the bankers are "one who in the ordinary course of business donors cheques drawn upon him by persons from and for whom he receives money on current accounts".

Sir John Paget says that, "no person or body corporate otherwise can be a banker who does not, (i) take deposit accounts, *(ii)* take current accounts, *(iii)* issue and pay cheques,*(iv)* collect cheques, for his customers".

Sir Kinley, "A bank is an establishment which makes to individuals such advances of money as may be required and to which individuals entrust money when not required by them for use".

Prof. Sayers says "Banks are not merely purveyors of money but also in an import sense, manufacturers of money".

The origin of modern banks is traced to three important sources. They are,
(i) The goldsmiths
(ii) The moneylenders and
(iii) The merchant bankers.

The goldsmith by virtue of dealing in Gold, which is a very valuable item, had facilities for the safe keeping of valuables. He accepted for safe custody the money,

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[128] Crowther, G., *An Outline of Money* (Rev. ed.), Thoman Nelson and Sons Ltd" London, 1951.

another important valuable item, belonging to his customers. The goldsmiths began to lend the money knowing that all the depositors do not withdraw their savings at a time. The moneylender lent his surplus funds to the needy and earned the income by way of interest. The merchant bankers were primarily trader and had to oblige his customers by accepting their money for safe custody. He was doing the banking business as a side occupation. Modern banks retain all the characteristics of these three types of institutions/ functions.

Banking made its first appearance as a public enterprise in the year 1157 in Italy with the establishment of 'Bank of Venice'. The 'Bank of Barcelona' started in 1401. The 'Bank of Genoa' in 1407 and the' Bank of Amsterdam' in 1609. The Lombard's who migrated to Europe and England from Italy were responsible for the development of modern banking.

When the King Charles II imposed severe restrictions on them, their business was affected at large. Private bankers gradually replaced the goldsmiths. After the Banking Act was passed in 1833 in England, the growth of joint stock commercial banking was accelerated. Foundations were laid for the growth of modern commercial banking during the 19th century.

Banking' has been understood differently at different places. The Royal Commission on Indian Currency and Finance, 1926, had stated that the term 'bank' or 'banker' should be interpreted as meaning every person, firm or company using, in its description or title-the word 'bank' or 'banker' or 'banking', and every company accepting deposits of money subject to *withdrawal* by cheque, draft or order".[129]

Indian Companies (Amendment) Act, 1936 defines banking as "a company, which *carries* on as *its principal* business the accepting of *deposits* of money on current accounting or otherwise subject to withdrawal by cheque draft or order". The 1936 definition treated as banks all companies, having as their principal business, accepting of *deposits* from the public, which were allowed, to be withdrawn at the order of the *depositor* as deposits, may be invested by way of giving loans or advances for productive purposes.

The Banking Regulation Act, 1949 (formerly Banking Companies Act, 1949) defines a banking company as a company, which carries on the business of banking, that is "accepting, for the purpose of lending or *investment,* of deposits of money from the public, repayable on demand or otherwise, and withdraw able by cheque, draft, order or otherwise."[130] *Hence it can be concluded that Banking is an* activity by which' the money is accepted from the 'public as deposit and which can be withdrawn at any time or as per agreement between the parties by drawing a cheque, draft or in any other manner. The money, which is accepted from public as 'deposit', is lent to -other persons who are in need of money for the purpose of business, industry or for any other productive purpose. The following are the various *characteristics* of the term 'Banking':

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[129] The Royal Commission on India Currency and Finance, 1926; Quoted from India, Banking Commission, First Report of the Study Group Reviewing Legislation Affecting Banking (Bombay, Banking Commission, 1971), p. 40.
[130] India, Banking Regulation Act, 1949.

1. It is the activity, brokers or function performed by the Bank.
2. It includes accepting of deposits of money from the public. .
3. A person may withdraw the money from the Bank by way of drawing a cheque, draft or even by writing a letter.
4. The money, accepted

As per Section 7 of the Banking Companies Act, 1949, no company other than banking company shall use as part of *its* name any of the words "bank", "banker" or "banking", and no company shall carry on the business of banking in *India* unless *it* uses as part of its name at least one of these words. It has been held by a court that any company, which *is* engaged in the manufacture of goods or carries on any trade and accepts -deposits of money from public merely for the purpose of financing its business as manufacturer or trader shall not be deemed to transact the business of banking.[131] As such the manufacturing on trading concerns accepting public deposits cannot be included in the term 'banking' or 'banker'. Sub-section I of Section 6 of the Banking Companies Act further states that *in* addition to the business of banking, a banking company may engage in anyone or more of the following forms of *business,* namely:

(a) The *borrowing,* raising, or taking up of money, the lending or advancing of money *either* upon or without *security,* the drawing, making, accepting, *discounting, buying, selling, collecting* and dealing in bills of exchange, Honorees, promissory notes, coupons, drafts, bills of *lading,* railway receipts, warrants, debentures, certificates, scripts and other instruments and securities transferable or negotiable or otherwise; the granting and issuing of letters of credit, traveler's cheques and circular notes, the buying, selling and dealing in bullion and specie, the buying and selling of foreign exchange including *foreign* bank notes, the acquiring, holding issuing on commission, underwriting and dealing in stock, funds, shares, debentures, debenture stock, bonds, obligations, securities and investments of all kinds, the purchasing and selling of bonds, scripts or other forms of securities.

(b) Acting as agents for any Government or local authority

(c) Contracting for public and private loans and negotiating and issuing the same;

(d) The effecting, insuring, guaranteeing, underwriting, participating in managing and carrying out of any issue, public or private, of state, municipal or other loans or of shares, stock, debentures or debenture stock of any company, corporation or association and the lending of money for the purchase of any such issue;

(e) Carrying on and transacting every kind of guarantee and indemnity business;

(f) Managing, selling and realizing any property which may come into the possession of the company in satisfaction or part satisfaction of any of its claims;

(g) Acquiring and holding and generally dealing with any property or any right title or interest in any such property which may form the security or part of the

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[131] The judgment in the case of Bank of Commerce Ltd. V. Kunj Behari Kar, A.I.R. 1945) (Indian Banking Commission. First Report of the Study Group Reviewing Legislation Affecting Banking (Bombay, Banking Commission, 1971), p. 56.

security for any loans or advances or which may be connected with any such security;

(h) Undertaking and executing trusts;

(i) Undertaking the administration of estates as executor, trustee or otherwise;

(j) Establishing and supporting or aiding in the establishment and support of associations, institutions funds, trusts etc.

(k) The acquisition, construction, maintenance and alteration of any building or works necessary or convenient for the purposes of the company;

(I) Selling, improving, managing, developing, exchanging, leasing, mortgaging, disposing of or turning into account or otherwise dealing with all or any part of the property and rights of the company;

(m) Acquiring and undertaking the whole or any part of the business of any person or company, when such business is of a nature enumerated or described in this subsection;

(n) Doing all such other things as are incidental or conducive to the promotion or advancement of the business of the company;

(0) Any other form of business, which the central government may, by notification in the official gazette, specify as a form of business in which it is lawful for a banking company to engage as per Sub-section 2 of Section 6 of the Act. no banking company shall engage in any form of business other than those referred to in Sub-section 1 as above.

The 1949 definition had profited by the experience gained in applying the 1936 definition. The Reserve Bank, suggested that 'Banking' means "the accepting, for the purpose of lending or investment, of deposits of money from the public, repayable on demand or otherwise, and withdrawable by a negotiable instrument or order". [132]

The Banking Commission (1971) recommends that 'banking' definition "should cover also the business of accepting deposits by a person for the purpose of investment in his own business such as manufacture or trade."

History of Banking in India

The development of 'Banking' is evolutionary in nature. There is no single answer to the question of what is banking because, a bank performs a multitude of functions and services, which cannot be comprehended into a single definition. For a common man, a bank means a storehouse of money, for a businessman it is an institution of finance and for a worker it may be a depository for his savings. It may be explained in brief, as "Banking is what a bank does." But it is not clear enough to understand the subject in full. The Oxford Dictionary defines a bank as "an establishment for the custody of money which it pays out on a customer's order". But this definition is also not enough,

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[132] Indian Banking Commission. First Report of the Study Group Reviewing Legislation Affecting Banking (Bombay, Banking Commission, 1971), p. 56.

because it considers the deposit accepting and repayment functions only. The meaning of the bank can be understood only by its functions just as its fruits know a tree. As any other subjects, it has its own origin, growth and development. During the period following the Second World War, a number of important developments in Indian banking have taken place. The banking structure... is very much stronger and considerably more sophisticated as compared to what it was at the end of the war'. [133]

During the Second World War, there was mushroom growth of bank offices. The number of bank offices increased from 1951 in 1939 to 5335 in 1945. The growth was primarily quantitative, unplanned and uncontrolled, like the wild growth of plan; in a jungle. Ultimately, some of these were bound to die under the shadow of others. During 1939-45, on an average a bank failed every sixth day. Banking by its very nature greatly relies on public confidence. The frequent failure of banks shook the faith of depositors. This endangered the banking structure as in this field the weak could weaken the strong; the collapse of weak itself weakened the other institution. [134]

Indian banking system, over the years has gone through various phases after establishment of Reserve Bank of India in 1935 during the British rule, to function as Central Bank of the country. Earlier to creation of RBI, the Imperial Bank of India was looking after the central bank functions. With the 5-year plan having acquired an important place after the independence, the Govt. felt that the private banks may not extend the kind of cooperation in providing credit support, the economy may need. In 1954 the All India Rural Credit Survey Committee submitted its report recommending creation of a strong, integrated, State-sponsored, State-partnered commercial banking institution with an effective machinery of branches spread all over the country. The recommendations of this committee led to establishment of first Public Sector Bank in the name of State Bank of India on July 01, 1955 by acquiring the substantial part of share capital by RBI, of the then Imperial Bank of India. Similarly during 1956-59, as a result of re-organization of princely States, the associate banks came into fold of public sector banking.

Another evaluation of the banking in India was undertaken during 1966 as the private banks were still not extending the required support in the form of credit disbursal, more particularly to the unorganized sector. Each leading industrial house in the country at that time was closely associated with the promotion and control of one or more banking companies. The bulk of the deposits collected, were being deployed in organized sectors of industry and trade, while the farmers, small entrepreneurs, transporters, professionals and self-employed had to depend on money lenders who used to exploit them by charging higher interest rates. In February 1966, a Scheme of Social Control was set-up whose main function was to periodically assess the demand for bank credit from various sectors of the economy to determine the priorities for grant of loans and advances so as to ensure optimum and efficient utilization of resources. The scheme however, did not provide any remedy. Though a no. Of branches were opened in rural area but the lending activities of the private banks were

[133] Report of the Banking Commission, 1972, p. 16.)
[134] Tandon, B.B. and P.L. Choudhury; 'Commercial Banks and Backward Areas', *LokUdyog*, Dec. 1984, p. 18. 68. *Ibid.*, p. 24. 69. Bhabha. C.H.; 'Better Climate for Expansion of Indian Banking Needs'. *Commerce.* Annual Number. December 1956, p. 50.

not oriented towards meeting the credit requirements of the priority/weaker sectors.

While the 1970s and 1980s saw the high growth rate of branch banking network, the consolidation phase started in late 80s and more particularly during early 90s, with the submission of report by the Narasimham Committee on Reforms in Financial Services Sector during 1991.

In these five decades since independence, banking in India has evolved through
Four distinct phases

A **Foundation phase** can be considered to cover 1950s and 1960s till the nationalization of banks in 1969. The focus during this period was to lay the foundation4.2. for a sound banking system in the country. As a result the phase witnessed the development of necessary legislative framework for facilitating reorganization and consolidation of the banking system, for meeting the requirement of Indian economy. A major development was transformation of Imperial Bank of India into State Bank of India in 1955 and nationalization of 14 major private banks during 1969.

B Expansion phase had begun in mid-60s but gained momentum after nationalization of banks and continued till 1984. A determined effort was made to make banking facilities available to the masses. Branch network of the banks was widened at a very fast pace covering the rural and semi urban population, which had no access to banking hitherto. Most importantly, credit flows were guided towards the priority sectors. However this weakened the lines of supervision and affected the quality of assets of banks and pressurized their profitability and brought competitive efficiency of the system at low ebb.

C Consolidation phase: The phase started in 1985 when RBI, which saw marked slowdown in the branch expansion, took a series of policy initiatives'. Attention was paid to improving housekeeping, customer service, credit management, staff productivity and profitability of banks. Measures were also taken to reduce the structural constraints that obstructed the growth of money market.

D Reforms phase The macro-economic crisis faced by the country in 1991 paved the way for extensive financial sector reforms which brought deregulation of interest rates, more competition, technological changes, prudential guidelines on asset classification and income recognition, capital adequacy, autonomy packages etc.

Indian Banking System

Indian banking system comprises Reserve Bank of India, other apex banking institutions such as NABARD (Agriculture Financing), National Housing Bank (Housing), Export Import Bank of India (Export-Import), Commercial Banks (Public Sector Banks, Private Sector Banks, Foreign Banks) Regional Rural Banks, Co-operative Banks, Development Financial Institutions such as IOBI, ICICI, IFCI etc. and other financial intermediaries (LIC, GIC, UTI etc).

The commencement of the process of planned economic development in 1950-51

meant that the Indian economy had to achieve certain predetermined targets in terms of the rate of growth of national income. This required stepping up the rate of savings. Effective mobilization savings and investing them in an appropriate manner in the various sectors of the economy. As the structure of financial institutions which existed then was not adequate from the point of view of mobilizing savings and channeling them in the desired manner to various sectors. One of the major tasks before the country was to develop this structure. Role of pillars to this structure was to be performed by banks. Change was the demand of the period. It was the price of survival and the banking system as the fulcrum of the economic system was ready for the changes.

The most striking feature of the changing banking scene has been the decline in the number of commercial banks and a very remarkable rise in the number of branches. A number of small banks, which had developed at small towns were absorbed into larger banks with the result that as the number of smaller banks declined the number of branches of bigger banks increased. The number of banks decreased from 566 at the end of 1951 t9 86 at the end of June 1971

Not satisfied with 'Social Control' Government of India nationalized 14 major commercial banks with effect from July 19, 1969. The measure of nationalization of the commercial banks was taken with a view to achieve certain social objectives. The banks were nationalized "in order to control the heights of the economy and to meet progressively and serve better the needs of development of the economy in conformity with national policy and objectives and for matters connected therewith or incidental thereto". [135] Six more banks were nationalized on April 14. 1980, bringing the number of nationalized banks to 20 and public sector banks to 28.

Development of Banking in India

Banking in India is indeed as old as Himalayas. But, the banking functions became an effective force only after the first decade of 20th century. To understand the history of modern banking in India, one has to refer to the "English Agency Houses" established by the East India Company. These Agency Houses were basically trading firms and carrying -on banking business as part of their main business. Because of this dual functions and lack of their own capital (Agency Houses depend entirety on deposits for their capital requirements) they failed and vanished from the scene during the third decade of 18th century.

Banking is the kingpin of the chariot of economic progress. As such its role in expanding economy of a country like India can neither be underestimated nor over-looked. The success of Indian planning depends among other things, on the smooth and satisfactory performance of the role by banking industry. During the Second World War there was mushroom growth of bank offices. Ultimately some of these were bound to die under the shadow of others. Failure of number of banks and partition of the country were two major jolts to Indian banking industry in the forties. In the post-independence era first major development was the enactment of the

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[135] The preamble of the Banking Companies (Acquisition and Transfer of Undertakings) Act. 1970

Banking Regulations Act, 1949. Setting up of State Bank of India by taking over of Imperial Bank in 1955 followed it. State owned banks were brought under the umbrella of State Bank of India as its subsidiaries in 1960. Later on 14 major commercial banks were nationalized in July 1969 and 6 banks were nationalized in April 1980. As a result, at present, there are 28 public sector banks in India, i.e., 20 nationalized banks, SBI and its' seven subsidiaries. Nearly these public sector banks conduct 95 per cent of the banking business.

Many factors have influenced the banking structure in India. Among them are economic crisis, war, constitutional authority and fiscal issues. During the colonial period very little money circulated. The opening of English agency house which carried on banking business in addition to their commercial and trading activities at Calcutta and Bombay in the 18[th] and early 19[th] centuries marked the beginning of banking on modern lines in India. The agency houses were followed by commercial banks, first with unlimited liability and subsequently with limited liability. About this time, the government introduced saving banks with a view to encouraging. Saving among the middle and working classes. Early in the present century, cooperative societies with their superstructure of cooperative banking came into existence.[136]

The first joint stock bank established in India was in the Bank of Hindustan founded in 1770 by the famous English agency house of Messrs Alexander and Co. The need for organized banking system was felt very early in the nineteenth century, and Bank of Calcutta was established in 1806. The East India Company issued a Charter in 1809 converting this bank into State-aided Presidency Bank and renamed it as the Bank of Bengal. Presidency Banks were created under similar charters in Bombay (1840) and Madras (1843) with share capital of Rs.50 lakhs and Rs.30 lakhs respectively. Both the Banks were given the rights to issue currency notes with some restrictions similar to those placed on the Bank of Bengal. The East India Company laid the foundations for modern banking in the first-half of nineteenth century,

    (i) Bank of Bengal in 1809
    (ii) Bank of Bombay in 1840
    (iii) Bank of Madras in 1843

These banks are also known as "Presidency Banks" and they functioned well as independent units. These three Banks played vital role in the development and regulation of commercial banking system till the Act No amalgamated them in 1921. XLVII of 1920, forming the Imperial Bank of -India. The Imperial Bank of India functioned as bankers' bank as well as bankers to government from its inception up to 1935, when its functions were transferred to the Reserve Bank of India, under the Reserve Bank of India Act of 1934.

During the last part of 19th century and early phase of 20th century, the 'Swadeshi Movement' induced the establishment of a number of banks with Indian Management' For example, Punjab National Bank Ltd. in 1895, The Bank of India Ltd. in 1906 Canara Bank Ltd. in 1906, The Indian Bank Ltd. in 1907, The Bank of Baroda Ltd. in

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[136] Bombay, Reserve Bank of India, July 1954).

The Central Bank of India Ltd. in 1911 and many other banks were established on the same line. But most of the weak banks went bankrupt due to wrong policy decisions taken by management and due to severe banking crisis during 1913-18, the period of World War 1 However, the stronger and well managed banks like those mentioned above survive crisis. Indian Joint Stock Banks were classified under four groups:

In 1920, the "Imperial Bank of India Act" was passed for amalgamating the three presidency Banks. As such, the 'Imperial Bank of India' was established in 1921. It was, power to hold government funds and manage the Public debt. The branches were functioning as clearing houses.

In 1955, the 'State Bank of India Act' was passed. Accordingly Imperial Bank nationalized and 'State Bank of India' emerged with the objective of extension of bar facilities on a large scale, specifically in the rural and semi-urban areas and for various other public purposes.

The banking system in India experienced a radical transformation over a short span of time since the Nationalization of 14 major banks in 1969 .The introduction of social control measures was the first major step towards a major shift in the objective and style of banking in the country. Before this in the year 1955, the nationalization of Imperial Bank of India took place and it was renamed as the State Bank of India. The reason behind its nationalization was to create a strong integrated state-sponsored commercial banking institution with an effective machinery of branches scattered all over the India.

Features of Banking

From the views of above authorities, we can derive the following basic characteristic Of Banking:

(i)   Dealing in money:
(ii)   Deposits
(iii)   Dealing with credit:
(iv)   Commercial in nature:
(v)   Nature of agent

Banking and The Indian Economy

Money or finance is an important and necessary factor for economic development. Though finance is by no means a substitute for real resources, it has a crucial role in the economic development of the country. Its importance lies in the fact that it places at the command *of* those who have the technical skill and entrepreneurial talent but lack in other means to acquire the capacity missing factors necessary for development. Money has been compared to a road over which all the produce of a district passes to the markets but which does not itself produce a single blade of anything. Financial institutions play the role of bridging the gap between those who have money or savings and those who need it. A sound financial infrastructure consisting of a spectrum of financial institutions *of* diverse types is a. necessary

precondition for affecting the transfer of funds from savers to investors. This facilitates the process of economic development through capacity creation and income generation. [137]

Commercial banking institutions, essentially for short-term purposes, represent the segment of capital and money market dealing with lending and borrowing of funds. Commercial banks act as financial intermediaries, i.e., intermediaries of savings and investment. Savings intermediation is a process by which flow of savings of the community is allocated to finance investment in the economy. This process brings about consistency between the asset preferences of the households, the ultimate savings units, and the liability preferences of business firms, the fundamental investing units, Bank, although a financial intermediary, does not act like an agent who puts a borrower in touch with a lender. According to Crowther 'It collects money from those who have to spare or who are saving it out of their income and it lends this money out to those who require it. This is valuable and necessary in any community. [138]

In any economy banking sector plays a vital role for overall development of agriculture, small business and different industries. In the pre-nationalization period few people who were serving their vested interest for their personal gains had managed bank.

To avert this with a view to make banking sector, "Socially Purposive" organization. Mrs. Indira Gandhi nationalized 14 major banks on 14 July 1969. In the beginning of 80's career with banking was a charming and prosperous one, but Government's policy led employees to be distracted with the banking operation and by the beginning of 90's almost all the banks were on the verge of massive losses.

In the year 1992, Dr. Man Mohan Singh introduced liberalization and foreign banks are allowed to have their presence in the nation, which led indigenous banks to be competitive and emphasis is placed on better and satisfactory customer services. Whatsoever the policy is framed unless it is applied properly by the employees it won't be fruitful. Hence sense lies in having a satisfied workforce with a positive attitude towards their job as well as the organization

However the role of commercial banks is not limited to savings and investment intermediation; they are the main instruments of credit creation. The role of commercial banks in economic development is exemplified by their principal function of credit creation. Banks are repositories of savings, and not safe deposits vaults. The unique function of the banker and the one that makes him important is the provision of convenient machinery by which people can make payments to each other without having to walk round to each other's house with bags of coins. And in providing this mechanism he also provides, or creates money itself. He has discovered the secret, for which medieval alchemist strove, of manufacturing money but credit creation is only an instrument and just a part of the process of furthering economic growth. A lot will

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[137] Organization for Economic Co-operation and Development (DECO), Productivity Measurement (Vol. III, Paris, 1966, p. 18).
[138] Crowther G.; *An Outline of Money* (Rev. Ed.). Thomas Nelson and Sons Ltd..London. 1951. P. 23.

also depend upon how the credit is utilized.

The importance of commercial banks in the process of economic development has been recognized by all and sundry. Commercial banks play an important role in all economies. The role becomes more important in planned or developing economies like India. Really speaking, it is difficult to imagine, how an economic system will function with services of banks. Banking Industry is the blood vascular system of our economy. It has a positive role to play in the economic development of the country as repositories of people's savings and purveyors of credit, especially as the success of economic development depends on the mobilization of resources and their investment in an appropriate manner.

In a country like India, constitutionally committed to socialistic pattern of society-banks have important role to play, i.e., in the reduction of regional disparities,

Role of Banks in Economic Development

The role of banks in the process of economic development is as under:

A. Banks act financial intermediaries: Banks are the dominant financial intermediaries. They act as the spinal cord of financial sector for transfer of financial resources from the persons/household/businesses having high propensity to save, to the entrepreneurs who can make most efficient use of the capital. While this ensures on the one hand that the person saving the fund need not be the entrepreneur who has to invest to earn a reasonable return, on the other hand, the entrepreneurs charged with ideas and risk taking capacities are not handicapped for lack of capital. The recent rise of breed of first generation entrepreneurs to form largest corporate empires is a fine testimony to the phenomenon that behind every major enterprise, there has been one or more banks aiding their development.

B. Further banks provide a system of making payment and. fund transfer without involving actual movement of large ash. Efficiently of an economy depends to a large extent on the efficiency of the payment system adopted by the banking system.

C. Banks also playa very important in size transformation by collecting funds from large no. of savers and by lending bulk funds for large projects, which in the absence of financial intermediation would not have been possible.

D. Similarly banks also ensure risk transformation and maturity transformation of funds.

E. Direct correlation between economic growth on the one hand and financial growth driven by the dynamism of financial sector in general and banks in particular, on the other.

F. The important role of banks in creation of money, which creates the demand for goods and services. The deposits with banks create credit and credit used for payment of goods and services create further deposits.

G. The role of banks as a catalyst of social development, as emerged in India in the late sixties with the nationalization of banks. It may be recalled that it is this role of banks in India which led the banks towards' various poverty alleviation program. The special schemes adopted by banking system in India

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for weaker section of the society, such as DRI, IRDP, PMRY and other special schemes for relatively isolated segments of society like tribal have had considerable positive impact in changing the shape of rural economy in India.

H. Finally, the role-played by banks in facilitating promotion / broad basing of entrepreneurial activity - an essential condition for all-round rapid economic growth.

Role of Reserve Bank and Other Banking Constituents.

Central Bank in any country has come to regard itself as the engine of an economic growth, rather than a stabilizing agency. In the present circumstances the promotional or developmental aspect of the country, Central Bank has come to be considered more crucial. As a matter of fact central Bank"; has established in the country for the twin purposes, the accelerating economic growth and to generate the banking system to meet the needs of priority sectors in the country. The latter aim can be accomplished through proper regulation and control of commercial banking policies. The Central Bank of the country has To control and regulate currency and credit in the country, for this and Other purposes the Reserve Bank of India established in 1935 which marks the beginning of a new era in the history of Indian banking.

The Reserve Bank of India has played a pivotal role in the development of our country. The other 'banking constituents like commercial banks also come under the control of the Reserve Bank of India, under the acts of banking. The each bank should obtain a license for carrying on the business of banking in India. No commercial bank can open a branch without the prior permission of the Reserve Bank of India. The Reserve Bank of India has been given wide powers of supervision, inspection and control over the activities of banks.

The Reserve Bank of India's record as promotional agency is quite impressive. It established the Banker's Training College in Bombay and set-up for its own staff a training college at Madras in 1963. This has encouraged many commercial Banks to establish similar colleges either individually or jointly. It has taken an   active interest in improving the quality and standard of banking personnel by sponsoring, organizing and conducting training courses for different categories of bank employees.

The Reserve Bank of India has played a wide role in the development of our economy as well -it has given incentive to follow the commercial banks' program. The Reserve Bank of India has given constant endeavor to support development with stability and to ensure that the production effort of Industry is not hampered by the lack of finance. The establishment of the "Industrial development banks" of India (A wholly owned subsidiary of Reserve Bank India) follows closely on the heels of the stagnant capital market. Another innovation is setting up by the Reserve Bank of India, the Agricultural Re-finance Corporation on July 1st 1963 for providing re-finance facilities to eligible financial institutions against medium and long-term credit granted by them for growth of Indian agriculture.

The Reserve Bank of India has been able to provide liberal finance to the central and provincial government for the execution of various projects under the five-year plans

for economic development.

The Bank has actively worked for the rapid growth of the Indian banking system by innovating many more schemes like the establishment of export, credit guarantee corporation and being a central Bank of developing country the Reserve Bank of India has actual role to play viz. to regulate the volume of bank credit and also to promote economic development.

As regard the assistance to the commercial banking sector, the Reserve Bank of India has been fairly liberal. The Reserve Bank of India has proved a "Light House" for other banking constituents. These banks have been playing a crucial role in enriching the economic and social life of the nation allover the world. In the modern economy bankers are to be considered not merely as "dealers in money" but more realistically the "Leaders in development" similarly banks are not just the storehouses of the country' s wealth but are the reservoirs of resources necessary for economic development.

In the context of the country's economic development the Reserve Bank now performs a variety of development, and promotional functions. The bank's responsibilities comprise the development of a stronger banking system for catering to the needs of the important and mainly un-organized sector of agriculture and small-scale Industry. Broadly speaking the operations of the commercial Banks are headed by Reserve Bank of India in the sphere of rural area remained very much important. The All India Rural Credit Survey Committee observed that rural credit was unable to feed the rural sector. The Reserve Bank Of India has been assigned a crucial role in this scheme of integrated credit. The Reserve Bank Of India is now providing short term, medium term and long term credit on an extended and liberal scale for the rural people.
The expanding role of the Reserve Bank of India in the Industrial finance is yet another new feature in the armory of central banking. The bank has played an active part in the establishment of special agencies for the provision of Industrial finance. The Industrial finance institutions are financed by the Reserve-Bank of India, which participates in the share capital of the various state finance corporations.

In the wake of implementation of the plans, the with the Reserve Bank of India has rightly been called upon to bears The additional responsibilities of providing necessary finance to meet the government's deficit. The rising Scale of investment and Lays under the plans increasing government's expenditure and the supply of "created" money by the Reserve Bank of India have been the outstanding features of the country.

The commercial banks, which are closely associated with Reserve Bank of India, have also played a significant role in the nation's economic development. Banking has been acknowledged as an instrument or vehicle for bringing about socio-economic change in the country. As such banks are no longer regarded merely as lending institutions but as development agencies. To achieve this objective they have taken up the role of prime moves in the process of development. Their task is not merely to follow the heels of development but to set pace for it. They are serving along with Reserve Bank of India as important catalysts in the economic and social transformations of the country, commercial banks, co-operative banks and finance corporations are the

sectors which are provlnq active player ln the role of economic development These financial institutions are financed and guided by the Reserve Bank of India and with their discretionary powers these f financial constituents work jointly.

Agriculture Re-finance Corporation the Rural Banks land development ban and the co-operative credit societies and other banks greatly depend on the assistance of the Reserve Bank of India.

The Banking Industry: An Overview

The Indian banking system operated primarily in the private sector. The basic inability of the banking sector to help develop the economy and serve the society to the desired level led to a demand for restructuring of the banking industry. A beginning was made in 1965 to link bank credit with national planning. Later, in 1968, a scheme of Social Control on banks was introduced with a view to achieving a wider spread of bank credit and directing a larger volume of credit to priority sectors, such as agriculture and small-scale industries. Subsequently, increased political pressures led to the passing of Banking Laws (Amendment) Act of 1969 by the Parliament. Consequent to this, 14 large commercial banks with deposit levels of Rs. 500 million and above were nationalized on July 19, 1969. Thus a major segment of the banking system was brought under the direct control of the state. Prior to this, the Imperial Bank of India came under Government control in 1955 under the name 'State Bank of India' (SBI).

Even among the banking circles there were diverse views on nationalization. The Indian Banks' Association (IBA), which represents the employers of commercial banks in the country, was against nationalization. In a letter by the then Chairman of IBA it was dearly indicated that the Association wanted the Government to reconsider nationalization. [139]From the employees' side, the largest trade union, the All India Bank Employees Association (AlBEA), whole-heartedly welcomed nationalization. In fact, AlBEA had as early as 1964 asked the Government to take over private bank. [140]

After nationalization, banks were directed to open new branches in hitherto un-banked areas so that banking facilities could be available even to the poorer sections of the society. This led to a rapid expansion of bank branches. The increase in the number of branches after nationalization also resulted in the corresponding increases in deposit, credit and employee strength. After nationalization, banks embarked on systematic employee selection processes. As a result of this, banks started getting well-qualified employees as clerks and officers.[141]

In the year 1980, the Government of India decided to further extend its direct control over six more banks, thus bringing the total number of public sector banks to 28 (20 nationalized banks, and 8 banks in the SBI group including seven subsidiaries).

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[139] Letter of the Chairman of IBA,K.M.D. Thakery addressed to the Prime Minister of India, and quoted in N. Kumar, *Bank Nationalization in India,* Lalvani Publishing.
[140] Resolution adopted by the 1964 Annual Conference of AlBEA at Trivandrum.' Report of the 1964 Conference
[141] Agrawal, H.N., *A Portrait of Nationalized Banks.* Inter-India Publications, Delhi, 1979.

There are diverse criticisms and comments about the performance of public sector banks during the last two decades. On the positive side, as a result of the increase in the branch network in the country, banking services have been made available to a much larger segment of society. Several million people in agriculture and small-scale industries, who were hitherto denied access to the banking system, started to benefit from the industry. On the negative side, the major complaints about banks centered on poor customer service, inefficiency of operational procedures, etc. The increased number of employees provided increased union strength, which, it is alleged, led to undesirable restrictive practices. It was also emphasized that the increased strength of unions was primarily responsible for the long-drawn strikes and other forms of union militancy during the seventies. The over-protection provided by the unions to employees invariably had undesirable effects, and restrictive practices emerged in the process. For example, it became almost impossible for banks to make even employee transfers.[142]

With a view to improving services and efficiency, in the latter half of the eighties, banking were subjected to partial deregulation. As a sequel to this, a committee was appointed by the Government in 1991 under the chairmanship of M. Narashimham to look into the financial sector reforms. The report of this committee, among other things, recommended restructuring of banks, bringing transparency in the balance sheets, reduction in directed lending's, liberal branch licensing, stopping further nationalization and establishing parity between private and public sector banks. Although the opposition parties in the Parliament and trade unions outside criticize the report, the present trend is towards gradual implementation of several of these recommendations. It is a fact that the financial performance of most of the banks was not very satisfactory. This trend continued till 1994. However, the 1994-95 bank balance sheets 'show better performance and upward trends.

A large part of the agenda for reforms in the financial system relates to the problems facing the public sector commercial banks, which have dominated commercial banking in India since nationalization. The goal of nationalization was to extend the reach of banking and financial services to all parts of the country and to all sections of the society. It also aimed at widening the net of resource mobilization. There is no doubt that public sector banks have responded to these challenges and have built an impressive network, offering a wide range of financial instruments and services.[143]

Even though there are significant achievements, they have been accompanied by serious shortcomings as well. The quality of customer service has not kept pace with modern standards and changing requirements. Banks have also not kept pace with the revolutionary changes in computer and communication technologies. This has affected the speed and quality of services. It has also militated against prompt decision-making, and improved productivity and profitability.

The concern for efficiency, productivity and profitability became much more

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[142] Government of India, *Report of the Committee on Financial System, 1992.*

[143] Government of India, Ministry of Finance. "Public Sector Commercial Banks and Financial Sector Reform" Discussion Paper for Finance Minister's Meeting with Chief Executives of Public Sector Banks and Trade Unions, December, 1993.

important as the pace of movement towards economic liberalization increased. The IMF /World Bank prescribed conditionality as a part of the structural adjustment processes provided the necessary framework in this regard. These efforts are primarily directed to push Indian economy into the global market. This globalization process does have its impact on banking and finance in India.

2. STRUCTURE OF BANKS IN INDIA

Introduction -Un-Organized And Organized Sector

Banking structure in our country is related to two main factors, the organized and unorganized sector. The organized sector exists mainly in urban areas while unorganized is in rural regions. India is essentially rural in character and outlook. Nearly for fifths of its population, which is preponderantly, Illiterate Lives in the rural areas, largely un-connected by any means of transport. It is but natural that the banking habit should be conspicuous by its virtual absence in the countryside, where units of organized banking in. small volumes exist. Agriculture the main vocation of the majority of the population is an organized individualistic and risky enterprise, which in absence of adequate supply of money, depends largely on the vagaries of nature.

Next comes the sizable sector represented by small and cottage Industry, which generally suffer from the lack of external aids whether scientific, economic, and advisory of financial. To present a general picture of the Indian banking system is indeed not an easy task. The indigenous sector comprising the numerous moneylenders and indigenous bankers who constitute even today the largest component of our country's credit machinery.

At the base of the credit machinery are the village moneylenders who have been for centuries providing finances to the vast multitude of borrowers for purposes of consumption as well as production. The indigenous banks come next that finance for trade and Industry. The moneylenders have been very effective financial agencies for credit in rural areas. The money lenders and their relations with their creditors were not limited up to economic sphere but in cultural and other social activities, they came together .The money lenders were the only agencies who used to pay credit without knowing object of taking the loan. The indigenous banks did not practice to provide credit for un-productive purposes. The villagers ultimately went to the moneylenders. The treatment of the moneylenders was not hidden from anyone. Their mischievous economic behavior was likely to protest against, but the villagers were simple, poor and un-organized. They lack substitute for their financial requirement. The lack of transport, means of communication and information, the most important was their illiteracy made them weaker in finance.

During this century moneylenders and indigenous bankers through their sphere of activity are being curtailed. They continue to be important agency in rural and semi-urban areas of country. The growth of commercial and co-operative banking shared the market of moneylender and indigenous banks. The credit needs of the rural and urban people are also met. Partly by credit co-operation the progress of credit co-operatives could not finish completely the moneylenders, but the magnitude of their business could check the moneylender's activities to a greater extent. The existence of rural banks in rural regions has entered sharply. The impact of these rural banks is greater on rural people, and we can say that these banks have succeeded in removing the moneylender's effect from the rural regions.

The organized sector is confined mainly to towns and cities. The commercial banks constitute the most homogenous group of financial institutions. The exchange banks are also very strong and effective. They are engaged mainly in foreign trade. The state Bank Of India is a well organized bank and functions as a government agency. In urban areas, no other agencies met with success as commercial banking have. The indigenous banks which were organized in their functions used to operate in cities. The demand-requirement and economic activities were far Different from rural people. The industrial development Export import and some other work of economic and social importance were very large for urban people, therefore commercial banks which originated for the work of credit agencies afterwards developed as an economic beneficiary agency.

For urban people the functions of banking are well organized. They have their constitution under which they work". The system of banking is under provision, the management cannot take any arbitrary decision, they are not the supreme power, and the manager or officers also work under certain rules and regulations. The work of commercial banks is quite systematic and provides services to their consumers.

After the nationalization of banks, all the banks have come under the social control, hence their aims are not only to gain profit but for public welfare. The operations of banks are based on the laws, regulations, and on fixed attitude. If the question of judicial arises, they cannot avoid the rules for their Individual benefits. The democratic based pattern shows equality and uniformity in working and in other matters.

Banking Systems

The structure of banking differs from country to country depending upon their economic conditions, political structure and financial system. Banks can be classified on the basis of volume of operations, business pattern and areas of operations. They are termed as systems of banking.

The commonly identified systems are: -

A. Unit Banking
B. Branch Banking
C. Correspondent Banking D. Chain Banking
E. Group Banking
E Pure Banking
G. Mixed Banking
H. Relationship Banking I. N arrow Banking
J. Universal Banking
K. Regional Banking
L. Retail Banking
M, Wholesale Banking
N. Private Banking

We will take the branch banking in detail as it was adopted by England in India before Independence and which has also been adopted by India after Independence.

Branch Banking

The Banking system of England originally offered an example of the branch banking system, where each commercial bank has a network of branches spread throughout the country. In the initial stages of banking development, each bank in England consisted of a single office with few branches. In the process of evolution, banking organization developed in the direction of branch banking.

Most of the Indian Banks are falling under this category. They are having large number of branches. All the Public Sector banks, *i.e.,* nationalized banks and State Bank of India and its subsidiary banks put together have nearly 60,000 branches. Banks in India require a license from Reserve Bank of India under Banking Regulation Act to open a branch as well as to start a bank itself. Thus, branch banking consists of a few big banks with numerous branches spread over wide geographical areas. These branch banks operate under their head offices. Branch banking is also known as "de-localized banking". In India, the State Bank of India has emerged as one of the biggest banks with large number of branches all over the country resulting in aggregate outstanding advances. [144]

Advantages of Branch Banking

(i) **Benefits of large scale operations**:
  A branch bank has all the advantages of large-scale operations. It has large resources when compared to a unit bank. It can appoint experts paying high salary and it can use modern mechanical devices in its offices for efficient working.

(ii) **Wider spreading of risks**:
  A branch bank operates over a wide area with different types of economic development. The losses of branches of one region if any can be set off against the profit of branches in other regions. In this way this risks are distributed geographically. Thus, its capacity to withstand times of depression is more than that of unit banks.

(iii) **Efficient management**:
  The branch banking system makes for greater efficiency in management. The staff members of a branch bank are more efficient and more experienced when compared to those of a unit bank. The head office arranges transfers of staff from branch to branch. Each staff member has the opportunity to work in various branches, understanding men and matters of different localities. Besides the above, the expertise at head office will be made available to all branches. In this way, the system of branch banking ensures efficient management.

(iv) **Economy in remittance**:
  Branch banking has the benefit of economy in remittance of funds. As it has branches in different localities, it need not physically transfer cash from one

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[144] Annual report of SBI, 1999

place to another. It can provide remittance facilities to its customers by mere transfer entries in the books of its branches. It makes the operation easy, quick and cheap[145].

(v) **Economy of cash reserves:**
Branch banking has the merit of economy of cash reserves. Cash can be transferred from one branch to another whenever necessary. Therefore, branch can operate with lower cash balances and they avoid large amount of idle reserves/balances.

(vi) **Diversification of deposits and assets:**
Under branch banking system, there is greater diversification of deposits and assets because of wider geographical coverage. Diversification here means that a bank need not specialize in any particular area or particular industry. Deposits are mobilized from the area where savings are in plenty and loans are extended in the areas where funds are scarce and interest rates are high.

(vii) **Uniformity in interest rates:**
Branch banking system ensures uniformity in interest rates. Uniformity in banking policies and easy transfer of funds to places where there is demand, results in uniform interest rates.

Indian Banking Structure

The structure of Indian Banking can be classified as under:
(1) Central Bank-Reserve Bank of India.
(2) Commercial Banks.
    (a) Banks *in* Public Sector
       (i) State Bank of India.
       (ii) Subsidiaries of State Bank of India.
       (iii) Nationalized Banks.
       (iv) Regional Rural Banks.
    (b) Banks In Private Sector.
       (i) Scheduled Banks incorporated in India.
       (ii) Non-Scheduled Banks.
       (iii) Foreign Banks.
(3) 'Banks in the co-operative Sector.
    Co-operative Banks

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[145] Mathur, O.P., Public Sector Banks In India's Economy: A Case Study Of State Bank, New Delhi Publishers (P) Ltd.

STRUCTURE OF FINANCIAL INSTITUTIONS IN INDIA

Commercial Banks   Cooperative Banks   Development Banks

Financial Institutions

Public Sector   Private Sector   State   State Land Development Banks   IFCI, ICICI, IRCI SIDCS, LIC, GIC NABARD, EXIM ECGC,UTI, SFCS

Central   Primary Agricultural Credit Societies

Scheduled   Non-Scheduled

State Bank (1)   SBI Associates (7)   Nationalized Banks (20)   Regional Rural Banks

Fig.34

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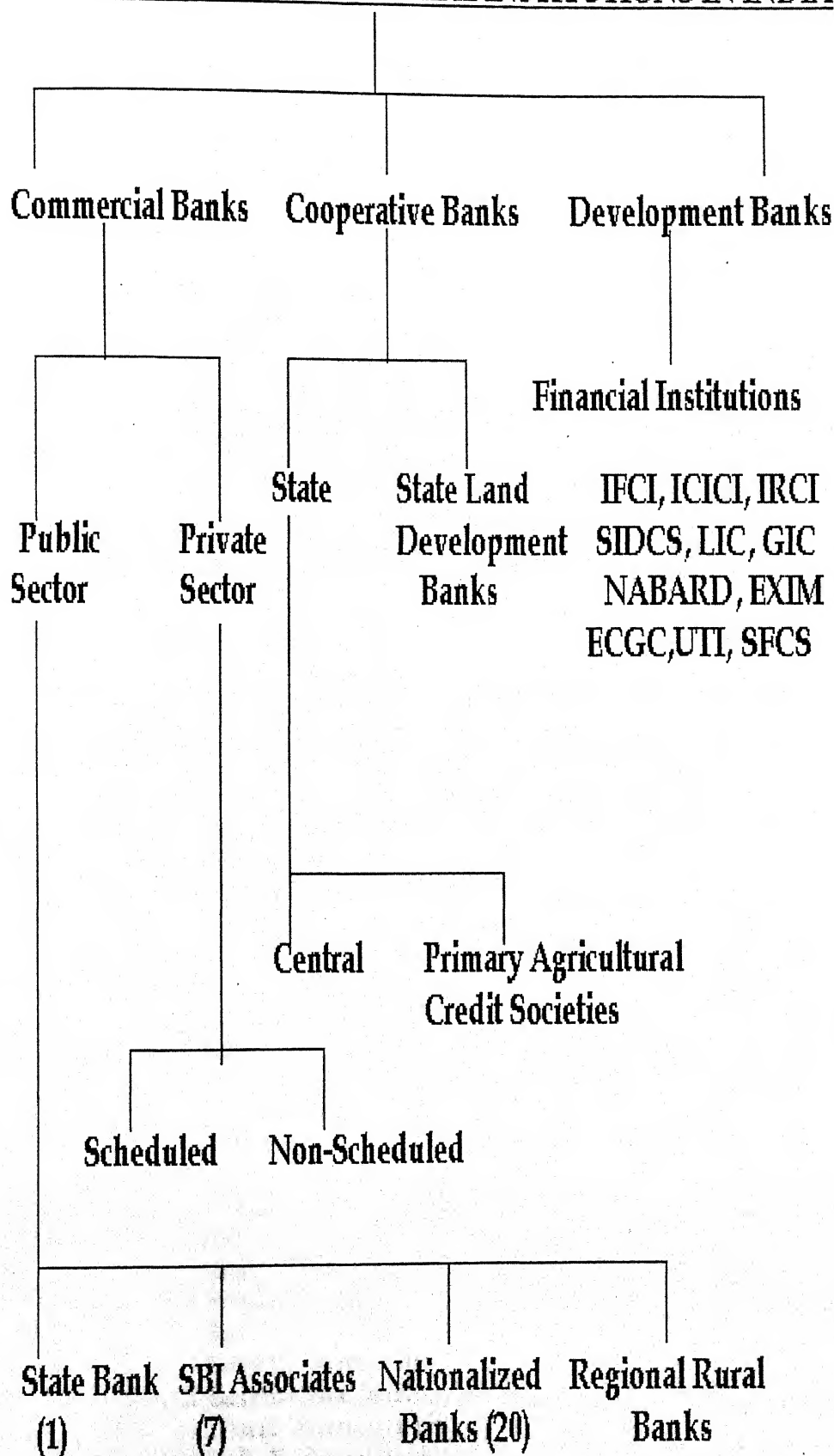
List Of Banks

A   Apex Institutions:
1. Reserve Bank of India
2. National Bank for Agriculture and Rural Development
3. National Housing Bank
4. Export Import Bank of India

B   Commercial Banks
Public Sector Banks - 27
SBI and associates
1. State Bank of India
2. State Bank of Hyderabad
3. State Bank of Indore
4. State Bank of Patiala
5. State Bank of Saurashtra
6. State Bank of Mysore
7. State Bank of Travancore
8. State Bank of Bikaner & Jaipur

C   Nationalized Banks - 19
1. Allahabad Bank
2. Andhra Bank
3. Bank of Baroda
4. Bank of India
5. Bank of Maharashtra
6. Corporation Bank
7. Canara Bank
8. Central Bank of India
9. Dena Bank
10. Indian Bank
11. Oriental Bank of Commerce
12. Indian Overseas Bank
13. Punjab & Sind Bank
14. Punjab National Bank*
15. Syndicate Bank
16. Union Bank of India
17. United Bank of India
18. UCO Bank
19. Vijaya Bank

*New Bank of India merged with PNB on 04.09.93

D   Private. Banks (old and new)
1. Bank of Madura
2. Bank of Punjab
3. Bank of Rajsthan
4. Bareilly Corpn Bank
5. Benaras State Bank
6. Bharat Overseas Bank
7. Catholic Syrian Bank
8. Centurion Bank

9 Development Credit Bank
10 Dhanalakshmi Bank
11 Federal Bank
12 Global Trust Bank
13 ICICI Bank
14 IDBI Bank
15 Induslnd Bank
16 J & K Bank
17 Karnatka Bank
18 Karur Vysya Bank
19 Lakshmi Vilas Bank
20 Lord Krishna Bank
21 Ratnakar Bank
22 Sangli Bank
23 SBI Commercial & International Bank
24 South Indian Bank
25 Tamilnad Mercantile Bank
26 Times Bank
27 United Western Bank
28 UTI Bank
29 Vijya Bank

E   Branches of Foreign banks

1 ABN Amro
2 Abu Dhabi Commercial
3 Amex
4 ANZ
5 Bank of America
6 Bank of Bahrain & Kuwait
7 Bank International Indonesia
8 Bank of Nova Scotia
9 Bank of Tokyo
10 BNP
11 British Bank of Middle East
12 Citi Bank
13 Commerzbank
14 Credit Agricole
15 Credit Lyonnaize
16 Duestche Bank
17 HSBC
18 Mashreq Bank
19 Oman International
20 Sanwa Bank
21 Societe Generale
22 Sonali Bank
23 Standard Chartered Bank

F   Development Banks

1 Industrial Development Bank of India (IDBI)
2 Industrial Finance Corporation of India (IFCI)
3 Industrial Credit & Investment Corporation of India (ICICI)

4 Industrial Reconstruction Bank of India (IRBI) now HBI
5 Small Industries Development Bank of India (SIDBI)
6 State Financial Corporations
7 State Industrial Development Corporations
8 State Small Industries & Export Corporations
9 State level Development Banks
10 Land Development Banks in States

F   Other financial Institutions:
1 Life Insurance Corporation of India (UC)
2 General Insurance Corp. of India (GIC)
3 Unit Trust of India (UTI)
4 Discount & Finance House of India (DFHI)
5 Securities & Exchange Board of India (SEBI)
6 Infrastructure Development Finance Corporations (IDFC)
7 Boards for Industrial & Financial Reconstruction (BIFR)
8 Primary Dealers (Govt. Securities) - (PDs)
9 Satellite Dealers (SDs)

G   Guarantee Corporations
1 Deposit Insurance and Credit Guarantee Corporation
2 Export Credit Guarantee Corporations

H   Housing Development & Financing
1 Housing & Urban Development Corporation (HUDCC)
2 Housing Developments and Finance Corp. (HDFC)

I   Rating Agencies:
1 Credit Rating Information Services of India Ltd. (CRISIL)
2 Investment Information and Credit Rating Agency (HCRA)

3 Credit Analysis & Rating Agency (CARE)

Types /Classification Of Banks

Today is the age of specialization and we can find specialization in all fields' including banking. The banks have specialized in a particular line of finance. Various types of banks have developed to suit the economic development and requirements of the country. The principal banking institutions of a country may be classified into the following types:

(i) Central Banks
(ii) Commercial Banks
(iii) Industrial or Development Banks
(iv) Exchange Banks (Authorized dealers in foreign exchange)
(v) Co-operative Banks
(vi) Land Mortgage Banks
(vii) Indigenous Banks
(viii) Savings Banks
(ix) Supranational Bank
(x) International Banks

1. Central Banks

Central Bank is the bank of a country - a nation. Its main function is to issue currency known as 'Bank Notes'. This bank acts as the leader of the banking system and money market of the country by regulating money and credit. These banks are the bankers to the government; they are bankers' banks and the ultimate custodian of nations foreign exchange reserves. The aim of the Central Bank is not to earn profit, but to maintain price stability and to strive for economic development with all round growth of the country. There is now hardly any country, which does not have a Central Bank of its own. It acts as a great engine of growth of a State. In India, the RBI was established in 1935 and this Bank has since been functioning as the Central Bank of the country (this is not to be confused with 'Central Bank of India', which is only a commercial bank). The Central Bank of different countries is known by different names like Reserve Bank in India, Bank of England in U.K., Federal Reserve System in U.S.A., etc.

a. Reserve Bank of India

At the head of the Indian Banking structure is the Reserve Bank *of* India which as the Central banking institution of the country, was brought into existence by the Reserve Bank *of* India Act 1934 (6th March 1934). It started functioning in April 1935 with a share capital of Rs. 5 crores divided into shares of Rs 100 each fully paid-up. Originally a shareholders' bank it was nationalized on 1st January 1949 by the Reserve Bank *of* India Amendment Act 1948.

It is entrusted with all the powers and functions, which modern central banks have. Some of these are derived from Reserve Bank of India Act 1934 and others from Banking Regulation Act 1949. This Bank is an autonomous body. It administers and controls the entire banking operations of our country.

Reserve Bank of India is having the following departments.

(1) Issue Department.
(2) Public Accounts Department.
(3) Public Dept, Office.
(4) Securities Department.
(5) Exchange Control Department.
(6) Department of Administration.
(7) Services Board.
(8) Department of Accounts and Expenditure.
(9) Department of Banking Operations and Development.'
(10) Secretary's Department.
(11) Department of Non-Banking Companies.
(12) Legal Department.
(13) Inspection Department.
(14) Premises Department.
(15) Estate Department.
(16) Economic Department.
(17) Statistics Department.

(18) RPCD.
Reserve Bank of India:

The Major functions, which the R.B.I. performs, are as under:

Central Banking Functions

(a) Issue of currency notes:
(b) Credit Control:
(c) Government Bank:
(d) Bankers' Bank
(e) Custodian of Foreign Exchange Reserve:

(2)   Commercial Banks

A line of demarcation between and among these banks may be drawn. The commercial banks distinguish themselves from the financial corporations on the ground that the former (commercial banks) are engaged in regular and continuous borrowing through deposits from public on various types of accounts such as, current, savings, fixed deposits, etc. and lend money to finance the working capital requirements of corporate sector; while the latter (financial corporations) raise their resources through share capital, bonds and debentures at certain intervals according to their needs and provide medium and long-term finance to industrial organizations. The commercial banks also invest a part of their funds in the purchase of securities in certain industrial and financial corporations on a long-term basis.

Commercial banks may be distinguished from cooperative banks in the sense of objectives. In the case of cooperative banks the service motive dominates, while a commercial bank is expected to function on astute principles of profitability and liquidity. Finally the commercial banks differ considerably from indigenous bankers and moneylenders in the sense that the former belong to organized sector and is modernized, while the latter belong to unorganized and traditional banking sector.

A bank, which undertakes all kinds of ordinary banking business, is called a commercial bank. It is so called because it provides money and credit for commercial and trade activities. They receive short and medium term deposits from the public and grant short-term loans, and advances. They supply working capital to industries and enable them to carryon production and manufacturing activities. They grant loans and advances on the stocks of agricultural commodities, industrial goods, etc. They discount internal and foreign bills and thereby finance the International trade. They also perform certain agency services such as collection of cheques, dividends, interest on investments, issue of drafts, letter of credit, Travelers' Cheques, Investment Advisory Services, etc. A Commercial Bank may be defined as a person or a body corporate or an Institution, which transacts the business of accepting deposits of money from the public and lends money to the needy persons for productive purposes. The commercial banks are handling various types of commercial transactions on behalf of their customers. These are controlled and administered under the Banking Regulation Act, 1949

There are **various categories of commercial banks** in India:

(i)The *nationalized or public sector banks*, which are wholly owned and controlled by the' Government of India. Fourteen major commercial banks were nationalized in July 1969 and the *six* others were nationalized in the year 1980. In all, there are 20 commercial banks, which have been nationalized so far. The main objectives' of nationalization of these banks were that the flow of credit should go to the weaker and neglected sectors of society and also opening of banks' branches in rural and semi-urban areas.

(ii) Non-nationalized scheduled commercial banks-These are private banks which have been listed in Schedule II of the Reserve Bank of India. Though these are private banks, yet their 'operations are controlled by the Reserve Bank of India.

Non-scheduled private banks-These are purely private bankers and moneylenders which are though not listed in the' schedule- of Reserve Bank, yet they are undertaking banking operations in the country.

Objectives Of Commercial Banks And Banking Regulations

Before the nationalization of 14 banks in 1969, the financial requirement of small, indigenous bankers and private banks largely met small-medium industrial units and other commercial and non-commercial institutions. These sources of finance were inadequate both in their capacity to lend and in their geographical coverage through organizational network. Moreover, these sources of industrial and non-industrial finance were indifferent to the needs of the industry and objectives of socio-economic policies of the government. Moreover, the nature and need for term loan and working capital finance being indifferent in nature, need for public financial institutions or public banks for meeting the long-term financial requirement within the framework of socio-economic, policies of the government was quite obvious.[146]

As a result of the partial nationalization of commercial banks in 1969, the country's wheels started moving on the road of socioeconomic development. According to the radio broadcast (on the evening of July 19, 1969) and, later on, the statement issued in the Indian Parliament by the then Prime Minister, the main objectives of nationalization of commercial banks may be specified as follows:

(i) Expansion of bank credit to priority sectors, which had hitherto been neglected;
(ii) The removal of control by a few big business people and industrialists over banks;
(iii) The giving of a professional bent to bank management by appointing professional bankers; and
(iv) The provision of adequate training as well as reasonable terms of service for bank staff for ensuring efficient and effective service to the public.

Thus major banks were nationalized "in order to control the heights of the economy, and to meet progressively and serve better, the needs of development of the economy in conformity with national policy and objectives and for matters connected therewith or incidental thereto."[147]

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[146] Desai, Basant, Principles Of Bank Management, Himalayas Publishing House, Bombay

[147] India. Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970, Preamble

Functions of Commercial Banks

One of the main functions of commercial banks and a distinguishing feature that separates them from other financial institutions is the ability to create money. This is accomplished by the lending and investing activities of commercial banks in co-operation with the Reserve Bank of India. Paul Einzig rightly observes "economic planning is unthinkable without monetary management and monetary management is doomed to failure without economic planning.[148] A commercial bank of a country coordinates financial management including monetary management with the planned process of development.[149]

The primary function of commercial banks is to provide facilities for the pooling of savings and making them available for economically and socially desirable purposes. The saver is rewarded for the payment of interest on his savings. These pooled funds are made available to businessmen and industrialists who may use them for the expansion of their productive capacity and to consumers for such items as housing and consumer goods.

Second, commercial banks perform the function of providing for a payments mechanism. Most of the cheques in the country are cleared through them. Now-a-days banks have employed computers and other sophisticated equipments to speed the clearing process, reduce costs, and improve accuracy.

Thirdly, they perform the function of extension of credit to worthy borrowers. In making credit available, commercial banks are rendering a great social service. Bank lending makes possible the financing of the agricultural, commercial and industrial activities of the country. Fourthly, increased incomes have made possible the accumulation of wealth, which in turn has contributed to the growth of the trust services of commercial banks. They perform other activities associated with the issuance and redemption of stocks and bonds.

Fifthly, commercial banks provide facilities for the financing of foreign trade. As foreign trade has increased throughout the world, so have the foreign banking services of commercial banks. The financing of foreign trade by commercial banks contributes to a free flow of trade between countries and at lower prices than *if* these services did not exist.

Sixthly, the safekeeping of valuables is an important function of the commercial banks. They have vaults that are difficult to enter even by the best of burglars and thieves and have established a record of proper custody.

Finally, the commercial banks encourage entrepreneurial ability. By doing so, they help generate more employment and ensure better and fuller utilization of productive resources including human ones.

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[148] Paul Einzig, "Monetary Reform in Theory and Practice" (New York, 1936), p. 126.
[149] C.R. Whittlessey, "Lectures in Monetary Management" (Bombay, University of Bombay, 1960). p. 9.

Other Functions

(i) *Agency functions i.e.* to act as an Agent of Government, Local Authorities, or persons.
(ii) Issue, contract and negotiate Public Loans.
(iii) Carry, underwrite; issue, manage the capital issues;
(iv) Guarantee and Indemnity business
(v) Acquiring, holding and dealing in property for advance.

(vi) All other things, which are incidental to promotion of business as, specified by the Central Government's lawful business of banking.

Autonomy for Commercial Banks

Based on the recommendations of an RBI in house Committee (covering the aspect of autonomy package structuring and choosing the profitable banks), which was submitted during 1996, a number of public sector banks have attained the status of autonomy. At the Bank Economist Conference in Oct 1997, the autonomy issue was in focus as most if not all bankers demanded full autonomy for bank Boards immediately, as in their views the banks can stand up to increasing market competition only if they have freedom to take decisions. It was suggested that the RBI should concentrate only on macro policy guidelines and instruction and entirely give up micro management and eschew appetite for issuing instructions for detailed individual case-to-case supervision. The regulatory authority should lean heavily on off site inspection. In fact, in alignment with the spirit of autonomy, managing and running the business of banking should be left entirely to bank management/board.

Freedom   The Boards of banks are allowed to
  (a) Create new posts in senior positions without obtaining govt. approval
  (b) Determine the compensation norms and time duration of officers on deputation abroad
  (c) Determine the entertainment allowance for their officers.
  (d) Conduct direct recruitment for senior positions between scale IV and VII for specialized jobs like the computers department
  (e) Decide the posting norms in rural and semi urban branches for scale I and II officers
  (f) Decide the minimum criteria for promotions and recruitment to the officer cadre (h) enjoy the freedom to go in for branch expansion and licensing without seeking RBI approval and (i) have the option of campus recruitment from leading management institutions.

It should be understood that there is a clear line of distinction between autonomy and ownership. Till now decisions are being take by RBI on behalf of the owners, be it the govt. or part owning by shareholders.

Expansion and Operations of Commercial Banks

Thus the business of commercial baking is very broad and far-reaching. There are more than 50,000 branch managers, besides other officers of managers in 50,000 branches of commercial banks. Branch expansion of commercial banks continued at a

faster pace with emphasis on opening of branches in un banked areas. The total number of commercial bank offices in the country rose from 8,321 in July 19, 1969 to 48,932 on February 28, 1985.

Formerly Imperial Bank of India, converted into 'the State Bank of India under the Special Act passed for the purpose, called the State Bank of India Act, 1955. It is the biggest public sector commercial Bank. The share capital of State Bank is contributed by the Government and partly by the public. This Bank is next to R.B.I. and is undertaking most of government business.

State Bank of India

The State Bank of India, which is the biggest commercial Bank, is a class by itself. Prior to the inauguration of the Reserve Bank of India in 1935, it performed certain central banking functions, in particular, acting as banker to Government. It was then known as Imperial Bank of India, having been formed in 1921 by the amalgamation of Bank of Bombay, Bank of Madras and Bank of Bengal, which were known as Presidency Banks. The passing Of the State Bank of India Act, 1955, nationalized the Imperial Bank and the State Bank of India came into existence I from the 1st July 1955.

The nationalization was the result of the acceptance by the Government of India of the recommendation made by the All India Rural Credit Survey Committee for the creation of 'one strong integrated, State-sponsored, State-partnered, Commercial Banking institution with an effective machinery of branches spread over the whole country'.

Organization of the State Bank of India

The State Bank has an authorized capital of Rs. 20 crores and an issued paid-up capitall of Rs. 5.6 crores. The Reserve Bank of India, insurance, holds the shares of the State Bank Companies and the general public who were formerly shareholders of the Imperial Bank of India. The State Bank is managed by the Central Board of Directors consisting of 20 members, including a chairman and a vice-chairman partly appointed by the Union Government and the Reserve Bank of India and partly elected by the shareholders (six of them) other than the Reserve Bank of India. The Central Board supervises and directs the affairs and business of the State Bank of India and in this it is guided by the business principles as well as public interest. Besides the Central Board, the State Bank of India has Local Boards wherever it has a local head office.

The State Bank of India performs all the Commercial banking functions, which the Imperial Bank of India performed before, viz., receiving deposits, advancing and lending, making investments, and so on. Besides, it also acts as the agent of the Reserve Bank of India at all places in India where it has a branch and where the Reserve Bank of India has no branch. Apart from these normal functions which the State Bank of India has' inherited' from the Imperial Bank of India, it has been required to playa special role in rural credit, namely, promoting banking habit in the rural areas and catering to their credit needs.

1. Central Bank of India.	8. Dena Bank.
2. Bank of India.	9. Syndicate Bank.
3. Punjab National Bank.	10. Union Bank of India.
4. Bank of Baroda.	11. Allahabad Bank.
5. United Commercial Bank.	12. Bank of Maharashtra.
6. Canara Bank.	13. Indian Overseas Bank.
7. United Bank of India.	14. Indian Bank.

There are *Seven* subsidiaries of State Bank of India viz :

State Bank of Bikaner & Jaipur
State Bank of Patiala
State Bank of Mysore
State Bank of Travancore
State Bank of Saurashtra
State Bank of Indore
State Bank of Hyderabad

(3) Industrial / Financial /Development Corporations or Investment banks

An Industrial Bank is one, which specializes by providing loans' and fixed capital to industrial concerns by subscribing to share and debenture issued by public companies. They play an important role in the establishment and growth of industries. Investment banks supply the block capital required for the acquisition of fixed assets, etc. They provide long-term loans and credits for periods varying between 5 and 15 years for industries to acquire fixed assets. They may serve as catalytic agents in mobilization of capital in other forms of assistance such as, underwriting, guarantee, etc. These banks are nowadays grouped as 'Development Financial Institutions'. These banks are very popular in Germany and Japan. In India, we have several Industrial Finance Corporations in addition to the "Industrial Development Bank of India". Both, Development Financial Institutions and Commercial banks, nowadays, finance infrastructure development activities, which include construction of transport facilities, building of power-supply stations, etc.

Industrial Development Bank of India (IDBI)

This Bank was established on 1st July 1964 under the special Act called the Industrial Development Bank of India Act, 1964 as a wholly owned subsidiary of Reserve Bank. Later on, the ownership was transferred to the Central Government with effect from 16[th] February 1976. It is the principal financial institution for co-' coordinating the activities of various institutions engaged in financing, providing or developing industry in conformity with national priorities.

Financial assistance to large scale industrial concerns, particularly in circumstances where normal banking accommodation is in appropriate or, recourse to capital issue method is impractical.

<u>Objectives & Functions</u>

To serve as the apex institution for term finance for industry, to coordinate the working of institutions engaged in financing, promoting or developing industries and to assist in the development of these institutions.

- To plan, promote, and develop industries to fill gaps in the industrial structure in the country.
- To provide technical and administrative assistance for promotion or expansion of industry.
- To undertake market and investment research and surveys also technical and economic studies in connection with development of industry.

There are <u>various schemes 'of IDBI for financial assistance</u> to industries. These are

1. Direct Assistance to industrial concerns by way of long term loans and advances.
2. Refinancing industrial loans granted by the scheduled commercial banks and other financial institutions for the period ranging from 3 to 25 years.
3. Soft loan scheme, under which IDBI guarantees loans raised by industrial concerns, in the open market.
4. Technical development fund scheme, under which IDBI provides technical and managerial assistance to an industrial concern for promotion, management or expansion of any industry.

5. The Bills Rediscounting Assistance' Scheme, under which the IDBI accepts, discounts or rediscounts bills of exchange, promissory notes, hundis etc.

6. Seed capital assistance scheme, under which IDBI subscribes to shares, bonds and debentures issued by industrial concerns as well as underwriting the new capital issues.
7. Export Finance Scheme, granting refinance for export loans between 6 months to 10 years given by a scheduled/ co-operative bank or any other financial institution.
8. Overseas investment finance scheme
9. Development Assistance Fund Scheme, under which IDBI undertakes research and surveys in the fields of investment and marketing.

The Industrial Finance Corporation of India (IFCI)

It is one of the specialized financial institutions set up in the year 1948 under the special Act of Parliament, to provide financial assistance to public companies for a period not exceeding I5 years and to guarantee the loans raised by industrial concerns in the open market. The Industrial Finance Corporation of India provides financial assistance to large-scale industrial concerns, particularly in circumstances where normal banking accommodation is in appropriate or recourse to capital issue method is impractical. *Only the public Limited Companies and Co-operative Societies are eligible to gel assistance from the Institution.,*
The Industrial Finance Corporation is
(i) Guaranteeing loans raised by industrial concerns.
(ii) Underwriting the issue of stock, shares, bonds or debentures by industrial

concerns.

(iii) Granting loans or advances to or subscribing to debentures of industrial concerns.

(iv) Acting as agent for the Central Government and or with its approval for the IBRD in respect of loans sanctioned by them to industrial concerns and

(v) Extending guarantee in respect of deferred payments by importers who are able to make such arrangements with foreign manufacturers.

The Industrial Finance Corporation of India has sponsored Risk Capital Foundation to meet the seed capital requirements of entrepreneurs who have other abilities but no finance to launch a project. It also sponsored Management Development Institute, which has made a good beginning in the field of management education in the country.

National Bank for Agriculture and Rural Development (NABARD)

The NARARD is an apex. The above Bank is a broad-based Institution set-up by the Government of India under a special Act of Parliament in the year 1982 for the purpose of promoting the overall agricultural, SSI, Cottage and Village industries, handicrafts and other rural crafts and other allied economic activities and development The Bank looks after the entire financing to Agriculture in our country and helps in implementing the policies and programs of the Government by allowing refinance facilities to the various rural credit agencies 1ke the Regional Rural Banks, State Co-operative Banks, State Land Development Batiks and the commercial banks.

It serves as a refinancing institution for institutional credit such as long term, short term for the promotion of activities in rural area. The Bank will also provide direct lending to any institutions may be approved by the Central Government. The Bank has close links with Reserve Bank of India.

The NABARD provides short-term credit to State Co-operative Banks, Regional Rural Banks etc. It provides medium term credit for periods between 18 months and 7 years for Agriculture Rural Development, SSI etc. It can also provide long-term loans for periods not exceeding 25 years. Medium and Long term advances are provided to Land Development Banks, Regional Rural Banks, Co-operative Banks, and Commercial Banks etc. Amongst the various *Schemes* of NABARD, are the 'Refinancing Schemes' for agriculture and allied industries under which the loans granted to small and marginal farmers, landless laborers and other farmers *by* the Co-operative Banks, Regional Rural Banks and the Commercial Banks, are refinanced by the NABARD. There is another scheme called the *'Automatic Refinance Scheme',* under which all loans granted *by* the various rural credit agencies are automatically refinanced to the extent of 90% of the amount of loan granted to the borrowers under the IRDP Scheme. There is another scheme called the' *Farm Mechanization Scheme'* under which all loans granted for purchase of agricultural machinery such as tractors, power trailers etc. are refinanced *by* the NABARD to the extent of 75% of the net amount of loan granted (loan minus subsidy). There is yet another Scheme called the' *Bio-Gas Scheme'*- under which the bank loans granted for the purpose of Gobar Gas Plants are refinanced up to 75% of the net amount of bank loans. The NABARD, also

grants refinance under the *'Schematic Lending'* Scheme in which the farm-related activities like the, poultry, cattle-breeding, dairy-farming, Sheep-rearing, Camelling etc., financed *by* the various rural credit agencies," are refinanced on the basis of projects prepared basically at the block level.[150]

The NABARD forms Vikas Volunteer Vahini (VVV) in various places, which aims to bring about an awareness of the principles of development through credits in the minds of rural people and to inculcate in them repayment ethic.

The Industrial Credit and Investment Corporation of India (ICICI)

It was set up in the year' 1955 to provide financial assistance to industrial concerns in the private sector for the purpose of formation, expansion and modernization or to provide technical and managerial help. The Industrial and Investment Corporation was incorporated with its headquarters at Bombay for specific purpose of assisting the industrial enterprises within the private sector.

ICICI is
(i) Assisting in the creation, expansion and modernization of such enterprises.
(2) Encouraging and promoting the participation of private capital, both internal, and external in such enterprises.
(3) Encouraging and promoting private ownership of industrial investments and the expansion of investment markets and in particular by:
  (a) Providing finance in the form of long or medium term loans or equity participations.
  (b) Sponsoring and underwriting new issues or shares and securities.
  (c) Guaranteeing loans from other private investment sources.
  (d) Making funds available for investment by revolving investment as rapidly as prudent.
  (e) Furnishing managerial, technical and administrative advice and assisting in obtaining managerial, technical and administrative services to Indian Industry.

Industrial Reconstruction Bank of India (IRB[)

The Industrial Reconstruction Bank of India (IRBI) was set, up during 1971. It is an all India institution with its headquarters at Calcutta. The primary objective of the Corporation is to revive and 'or revitalize industrial units which have closed down or likely to face closure but show promise of viability of being operated economically with suitable assistance and subject to sufficient safeguards. Its function includes the restructuring of the management, providing technical and managerial guidance either through its own staff or by helping in procuring suitable personnel from the market acting as a catalyst in securing assistance from other banks and financial institutions and Government agencies.

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[150] Basu, S.K., Commercial Bank And Agricultural Credit, A Study In Regional Disparity In India, Allied Publications, New Delhi.

Industrial Reconstruction Corporation Of India (IRCI)

It Was set-up by the Government of India in the year 1971under the Companies Act, for the purpose of nursing sick industrial units and help them to get over their problems created on account of lack of 'managerial competence, paucity of raw-materials, labor unrest etc. Thus" it provides assistance in various forms like term loans, guarantees, technical; managerial and marketing guidance and services to sick industrial units.

State Financial Corporations (SFC)

These are set up respectively in the various states of India, like Delhi Financial Corporation, Haryana Financial Corporation, Punjab Financial Corporation, UP. Financial Corporation etc. These are state agencies and extend financial assistance to industrial concerns set up in their respective states. These corporations provide. Financial assistance to small and medium-sized industrial *concerns*. SFC can also accept Public deposits and can grant loans and advances to all industrial concerns up to a maximum period of 20 years besides guaranteeing or underwriting 'and subscribing to share capital bf the concerned industrial unit.

At the time of establishing the Industrial Finance Corporation, the Central! Government had contemplated to create separate financial corporation for the states. The Industrial Finance Corporation meets the financial requirements of the public limited companies and co-operative societies with a view to help the small-scale and medium sized industries. State Financial Corporations were established by the State Governments.

Function

    (I) Granting loans or advances or subscribing to debenture hires of industrial concerns.

    (2) Guaranteeing loans raised by industrial concerns on such terms and conditions as may be mutually agreed upon and

    (3) Under writing the stock, shares, bonds and debentures,

State Industrial Development Corporations (SIDC)

The SIDCs are wholly owned by the State Governments. However, from the point of legal status, some are set up as corporations under special statutes and some as public or private limited companies. These are established by the respective State Government to grant loans and advances, subscribing to shares, debentures and bonds *of* industrial concerns and promoting the joint sector enterprises with the State Government

Functions

(a) Grant of financial assistance.

(b) Promotion and management of industrial concerns.

(c) Provision of Industrial sheds/plots and

(d) Promotional activities' such as identification of project ideas, selection' and training of entrepreneurs, provision' of technical assistance during project implementation etc.

At present there are 26 State Industrial Development Corporations.

National Small Industries Corporation (Nsic)

It was established in the year 1955 as a private limited company, to promote and protect the small industries by granting them term-loans for purchase of machinery and equipment on hire purchase as well as for working capital.

Export Import Bank Of India (Exim Bank)

This bank was established in the year 1981 under special' Act called Export-Import Bank of India Act, 1981, to act as the principal financial institution for co-coordinating the working of banks and other institutions engaged in financing export and import of goods and services and to control the country's international trade. This bank gives refinance for loans and advances granted by banks and other financial institutions for the purpose of import of goods and services. It may also discount or re-discount the bills of exchange and other negotiable instruments drawn in connection with import and export trade, in India *or* outside India, and also underwrite, guarantee or participate with any Government, Bank or Financial Institution for the purpose of import and export of goods.

(4) Exchange Banks (Authorized Dealers in Foreign Exchange)

These are foreign-based banks and owned and managed by foreign companies. The examples *of* them are Grindlays Bank, City Bank, Chartered Bank, Bank *of* America etc. These types of banks are primarily engaged in transactions involving foreign exchange. They deal in foreign bills of exchange import and export of bullion and otherwise participate in the financing of foreign trade. They do a number of incidental services such as opening of letters of credit, issue of Foreign Currency Drafts and Travellers' Cheques and supply of information about foreign customers. They provide credit and loans in foreign currency and also accept deposits in Foreign Currency. They require huge capital and trained staff, as it is a risky business. They maintain branches in foreign countries at important trade centers. In the past foreign banks operating in India would deal in foreign exchange and were known as exchange banks. Nowadays, many Indian banks deal in foreign exchange with special authorization from Reserve Bank of India and known as Authorized Dealers in Foreign Exchange. As per Foreign Exchange Regulation Act banks dealing in Foreign Exchange related activities requires the permission of Reserve Bank of India. This is applicable to both Indian and Foreign Banks.,

Main functions of Exchange Bank

    (i) Transfer function-Transfer of foreign exchange between the Countries.
    (ii) Credit function-Foreign bills and letters of credit.
    (Hi) Hedging function...i.e. assuming exchange risks by for ward dealings.

    (iv) Financing of Domestic Trade.

(5) Co-operative Banks

These are the banks formed *by* people on the principle of 'self-help and mutual help. The members of the bank are its shareholders and the Registrar, Cooperative Societies and the Reserve Bank control the entire activities, of co-operative banks. These banks extend financial assistance to members only. They grant short-term loans to the agriculturists for purchase of seeds, harvesting and for other cultivation expenses. They accept money on deposit from and make loans to their members at a low rate of interest. The members of the bank are its shareholders and the Registrar, Cooperative Societies and the Reserve Bank control the entire activities, of co-operative banks. The different *types* of Co-operative Banks are as under: -

1.Primary Co-operative Banks or Urban Co-operative Banks
2. District Co-operative Banks
3. State or Apex Co-operative Banks

The Urban Co-operative Banks are established at a particular place only and the jurisdiction of their operations is limited to a particular urban area only. The District Co-operative banks have their jurisdiction within the whole district whereas the State Co-operative Banks have the jurisdiction throughout the State. There are 28 State Cooperative Banks. The object of State Co-operative Banks is to form Credit policies, Co-ordinate and guide the working of Central Co-operative banks, arrange financial accommodation from them and serve as clearing house of finances and information. The Central Co-operative banks in India are the federations of all types of Co-operative societies functioning in their areas of operation, their main objective being to arrange the supply of finances to their constituent co-operation. The also supervise the working of the rural credit societies and ensure a satisfactory implementation of the recognized policies. There are 349 Central Co-op. Banks. There are 92,600 primary Agricultural Co-operative Societies and they are the most important institutions in the Co-operative Credit structure. The Primary Agricultural Co-operative Societies are extending short term Agricultural Credit.

Regional Rural Banks

Regional Rural Banks were set up as institutions which would help fill regional and functional credit gaps, help develop the activities of the Weaker Sections, have a local fed and familiarity with local problems and better capacity to mobilize deposits and access to Central money markets and a modern outlook. . There are 194 Regional Rural Banks with 12,600 branches. Every big public sector commercial bank has sponsored a Regional Rural Bank for extensively carrying out the financing of agricult*ure* in the respective lead district. These banks are responsible for overall rural development in their respective region. It was in the year 1972 that the Banking Commission recommended the establishment of a chain of rural banks in addition to the rural branches of commercial banks. Accordingly, the subsidiaries of the commercial banks were set up and named as Regional Rural Banks, with the objective of providing credit and other banking facilities to the weaker sections of rural society, small entrepreneurs and the tribal. The share capital of each of the Regional Rural

Bank has been contributed by the Central Government and partly by the State Government concerned and the sponsoring commercial bank. The operational procedures followed by the Regional Rural Banks are very simple and any borrower may get a loan with in a week's time.

The Regional Rural Banks are the new banking institutions, which have been added to the Indian banking scene since October 1975. Up to the end of June 1983, 142 Regional Rural Banks with network of 6,413 branches have been opened in the states of the Indian Union. The Government of India in terms of the provisions of the Regional Rural Banks act 1976 has established these Banks. The distinctive feature of a Rural Bank is that, it is a separate body corporate with perpetual succession and common seal; it is very closely linked with the commercial Banks, which has sponsored the proposal to establish it. The central Government while establishing a Rural Bank' at the request of the commercial Bank specified the local limits within which it should operate. The rural bank may establish its branches or agencies at any place within the notified area.

The necessity of Rural Banks was felt because the credit agencies the cooperative banks and the commercial banks, lacked in certain respects in meeting the needs of the rural areas. The weaknesses of these institutions in this regard may be summed up as follows:

(1)   The cooperative credit structure is weak so far as the managerial talent and post credit supervision and loan recovery are concerned. These institutions have not been able to mobilize adequate resources.
(2)   The commercial banks are basically urban-oriented.

Therefore the need was felt for a new institution, which was intended to be locally based, rural oriented and commercially organized Rural Bank carries the normal banking on business, i.e. the business of banking was granting of loans and advances, particularly to small and marginal farmers and agriculture labors, whether individual in groups and or cooperative societies. The granting of Loans and advances particularly to artisans, small Enterprises and persons of small or industry or engaged in trades, commerce productive activities within the notified area of Rural Bank, facilities are provided.

In discussion of the role of banks in rural development it is now common to refer to the phenomenal increase in the number of rural branches, and in the volume and spread of rural deposit and rural loans since the nationalization of banks. No doubt figures are impressive and perhaps, in no other country has so much been achieved in so short a time. It is never less true to say that great deal remains to be done and the core problems of rural development are still to be tackled and solved.

Those who are concerned with rural development are aware of disparities bewildering complexities and arising from our continental size and the varying agro ecological and social-cultural conditions. Rural development means the development of the rural people nearly 50% of which are below the poverty line. The economic activity, which is a permanent base and will move it above the poverty line. It is not an easy task, and in hostile agro-ecological condition only innovative technologies and

management methods will be worthwhile for development. It is in this context, it is to be considered how the rural bankers can become development bankers. The Siva Raman Committee explained the meaning of development banking." The basic concept of development banking is that credit is consciously used, as lever of development is different from lending against individual application as and come. Development- Banking assumes when they anticipation and adoption of a plan of action. It calls for initiative and energetic involvement on the part of the bank developing the potential opportunities of the un development under developed sect ions or sectors, strategic input of credit. The development banker has to ensure.

(1)   That this credit institution will have tailor made loans according to the needs of specific areas and specific target groups.

(ii)   That the loans are linked to the credit worthiness of the purpose rather than to credit worthiness of the person.

(iii) That the Loans will be disbursed as part of overall integrated program which provides necessary backward and forward linkages.

(iv)   The loans are disbursed in kind to the extent possible towards the agreed package of inputs and extension service.

Regional Rural banks have attracted considerable public and attention aroused high expectations for weaker section of the society for the rural development by the end of March, 1983 there were 141 RRB's covering 246 districts geographically, they have covered almost all the districts in the less developed states/regions etc. where sizeable credit have been found to gaps exist. The. RRB's are now an integral part of the rural credit system. The RRB's completes the credit demand of the rural people. Recognizing that RRBs are mainly intended to help weaker sections, with little or no security to support, considerable attention needs to be paid to intensify supervision over implementation of the schemes for income ensuring generation of incremental income and prompt repayment The RRBs have represented that. Their effectiveness in an area would get strengthened if they were allowed to extend credit facilities.

The major objective of RRBs' is to develop the rural economy by providing credit and other facilities for agriculture, trade, industry, and other productivity activities, in the rural areas particularly to the. Small/marginal farmers, agriculture labors, artisans and small entrepreneurs while RRBs as scheduled banks carryon "banking" business, their operations are some what limited because of the fact their loans are confined only to the weaker sections of the community. Nonetheless they accept all types of deposits and also render their banking services consistent with the needs of the area and their capability. The RRBs therefore, have done a lot of work for rural people. RRBs have expanded their branches for achieving the objects.

The RRBs are working efficiently in the rural areas for various other economic programs like employment to rural people the farm mechanization scheme, financing to sheep and goat development schemes financing to Gobar Gas plant, Bee Keeping, Dairy development etc.

(6) Land-mortgage Banks (Presently known as Agriculture and Rural Development Banks)

They are agriculture development banks. The Land-mortgage banks supply long-term loans for a period up to 15 years for development of land to improve agricultural yields. They grant loan for permanent improvements in agricultural lands. They create negotiable bonds out of real estate like land, buildings, etc. They raise funds by floating debentures and by borrowing from the government. The Agriculture Finance Corporation was the first Indian Institution to set up finance for development of Agriculture. The National Bank for Agriculture and Rural Development (NABARD) was constituted by the Government to promote rural development. There are 19 State Land Development Banks. The State Land Development Banks raises the fund through share capital, issue of debenture, grants and subsidies from State Government

They give medium and long-term loans through its own branches or through the Primary Land Development Banks for Agriculture and its allied activities. There is 1007 State Land Development branches and 885 Primary Land Development Banks.

(7) Indigenous Banks

The Central Banking Enquiry Commission defined an indigenous banker as an individual or firm accepting deposits and dealing in indigenous lending of money to the needy. They form unorganized part of the banking structure, *i.e.,* these are unrecognized operators in receiving deposits and lending money. These are operating as private persons like Shroffs, Mahajans,Village Money; lenders etc.In India the Marwaris, the Multanis, the Jains, the Sowcars, the Nattukottai chettiars are some of the leading indigenous bankers who charge high rates of interest on their lending's. In rural areas, they still provide substantial finance to agriculturists and small traders.

(8) Savings Banks

These are institutions, which collect the periodical savings of the general public. Their main object is to promote thrift and saving habits among the middle and lower income sections of the society. They have certain restrictions on number of withdrawals in a year to discourage spending. In almost all countries, postal authorities also run savings bank accounts and their working is regulated by the government. The first savings bank was started in Hamburg in 1765. In India, we have postal savings accounts. These days separate savings banks as such are very rare. In India, all commercial banks have savings accounts. The minimum balance, which is required to be kept in the accounts, differ from banks to banks. RBI determines the rate of interest payable on the accounts by banks. Presently it is 4.5 per cent per annum. Co-operative banks are normally allowed to pay an additional 0.5 per cent interest per annum. Government of India determines interest rate on savings accounts with post offices

Post Office Saving Bank

The Post offices, in India, provide the facility of opening saving bank accounts in the name of an individual singly or jointly with others or in the name of a minor. The

minimum initial deposit is Rs.5/- like that in a bank account and the interest is paid presently at the rate of 5.5 % per annum on the credit balance lying in the aforesaid account. The cheque facility is also available in post office saving bank account. However, the interest paid on post office savings bank accounts is exempt from income tax. Though it carries little more interest, as compared to commercial banks' saving account, yet, the operations are comparatively cumbersome in post office savings bank accounts. For opening the post office saving bank account, the necessary printed account opening form has to be obtained *from* the local post office and after' completing the same, it should be got introduced from a person known to the post office or a person already saving an account with them.

Unit Trust Of India (UTI)

It was established in the year 1964 as an investment trust of the Government of India, *to* pool the savings of people by selling the units to general public and paying the dividend on units under the various saving and investment schemes sponsored by it.

(9)   Supranational Banks

Special Banks have been created to deal with certain international financial matters. World Bank is otherwise known as International Bank for Reconstruction and Development (IBRD), which give long-term loans to developing countries for their economic and agricultural development. Asian Development Bank (ADB) is, another Supranational Bank, which provides finance for the economic development of poor Asian countries. They generally provide finance at concessional interest rates and for long-term needs. These institutions are the creations of World bodies promoted by various countries or central banks of different countries. The European Central Bank established in June 1998 by countries in the European Union is another example of Supranational Bank.

(10)   International Banks

International Banks are those, which are operating in different countries. While, the registered office/head office is situated in one country, they operate through their branches in other countries. They specialize in Banking business pertaining to foreign trade like opening of letters of credit, providing short-term finance in foreign.. Currency, issue of performance guarantee, arranging foreign currency credits, etc. They are the main traders in International Currencies like US 'dollars', Japanese 'Yen', the newborn European Currency 'Euro', etc. They also perform Currency Risk Management functions for clients. These banks are also known as Multinational Banks since, they operate from many countries. These banks make possible the flow of money / credit from one country to another country. They help grow international trade.

From the above, it can be understood that the classification of banks cannot be rigid. We find that banks are providing finance in more than one field that is why, it is rightly said that they are "Departmental stores of Finance".

Organizational Set-Up of Banks

An important factor influencing the efficiency and effectiveness of the personnel management is the organization. Any program of economic or fiscal development, and of reform and reconstruction in any of the public services, can only succeed if it is supported by machinery and methods established under sound principles of personnel management. A study of the organizational set-up is therefore essential.[151] An organization is a means to an end in itself. It is an instrument devised to put together people's efforts and materials for the fulfillment of some defined purposes or goals. An organization may be defined a human resource system which brings participants in the system into working order so that they form a coherent functioning whole. One of the United Nations publication has defined it as a "a human resource system with a life of its own, which is designed to achieve specific goals through division of labor and integration of efforts, often striving to attain the highest possible level of efficiency, or maximum performance."

An administrative organization therefore has to be carefully designed in order to enable it to discharge its functions in an effective way. Personnel working in the commercial banks can better achieve results, if they are supported by adequate machinery and methods established under second principles. In order to make it possible for people to work efficiently towards accomplishment of its goals, deliberate structures of roles must be designed and maintained. An organization therefore, embraces structures as well as human beings. The management should not busy itself with merely the framework, but should pay mare attention to' the people who' make up the organization and those for whom its services are intended. It is essentially a network of human relationships geared towards the achievement of set of goals and objectives.

With a view to providing an idea of the organizational set-up of the Central Bank of India, we will be discussing a five-tier structure, namely, Board of Directors, Head Office, Zonal Office, Regional Office and Branch Office. The Central Bank of India has a very large organizational structure. It controls a huge number of branches, which spread all over the country. The organizational set-up of the Central Bank of India is explained as below:

Board Of Directors

Depositors, stockholders, and regulatory authorities look to' the Board of Directors far policy decisions and management ability that will result in the safety of funds and banking operations. The, Board of Directors is at the apex of the line of organizational hierarchy. The Government of India appoints its members. This board consists of representatives of the depositors, public sector employees, economists, agriculturists, etc. In fact, they represent th4 interest of the people from all sectors of the economy. Before nationalization, this board enjoyed a lot of powers. All the administrative powers were vested in it. This is to say that it dictated the tone of the administration of

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[151] H. Koontz and C. O'Donnel, "Principles of Management" (New York, McGraw-Hill, 1963), Pp. 2-3.

the bank. But the story is no longer the same they have to toe the guidelines laid dawn by the Reserve Bank of India, which also monitors its activities. This board no longer function independently in matters of policy-making, credit-functioning on higher managerial decisions. However, they are vested with the powers of general supervision, directions and management of the business operation and branches of the bank. The board also carries out periodic review of the bank and offers directions and suggestion's Board of Directors is not directly concerned with the day-to-day operations of its tasks since it delegates authority to various officer but the directors are ultimately responsible for the success of the operations of the bank. The liabilities and responsibilities of bank directors are large, to be sure, but they are not of such magnitude as to prevent the participation of capable and interested individual in bank management.

Head Office

Next to the Board of Directors in the organization is Head Office. In the Central Bank of India, several officers are responsible for the management functions. The mast important is the Chairman. The Chairman and Managing Director is pasted at the Head Office, which is located in Bombay. The government appoints him. Next in command after the Chairman and Managing Director is the Executive Director. There are also four General Managers who' are in charge of the following four departments- Personnel Department, Operations Department, Planning and Development Department, and finally Credit Department. Then is one Deputy General Manager who' is in charge of Audit and Inspection. In addition, there is one Chief Vigilance Officer. Under these General Managers are 14 Assistant General Managers who' perform various tasks in their departments. Head office exercised a centralized authority. In many areas it controlled branches directly. Regional offices were granted limited authority in matters of sanctioning credit proposals. Area offices virtually had no executive authority excepting the developmental work. Reviewing as the domain of head office only and it was done through various Controllers of branches organized region-wise. The system worked before nationalization, because branch banking was not very intensive and banks used to do restricted business only.

The same organization structure continued even after nationalization and in many of the nationalized banks it is still continuing, excepting that some more powers were delegated at some of the lower levels. We now discuss the organizational set-up of the Head Office.

Personnel Department

A General Manager who' is assisted by four Assistant General Managers-namely mans this department

(I)   Assistant General Manager (Industrial Relations and Policy)
(2)   Assistant General Manager (Human Resources Development),
(3)   Assistant General Manager (General Administration Development),
(4)   Assistant General Manager (Staff Administration Division).

This department takes care of recruitment, training, promotions, transfer, selections,

placement and other personnel matters. It also looks into the issues of manpower planning and employer-employee relations. It is the functions of this department to see that opportunities for individual advancement is given to' the employees of the Bank at the appropriate time.

This Unit has the duty to see to the personnel matters at the regional level. It determines vacancies and also recommends transfer of employees. Traveling and leave allowances are to be claimed through this department.

Operations Department

A General Manager who is assisted by three Assistant General Managers heads this department. These are:

Assistant General Manager (Operations),
 Assistant General Manager (Foreign Division), and
Assistant General Manager (Central Accounts).

This department is in charge of rules, procedures and war king of all the branches; this is to say that this department frames the rules guiding all the branches. Through the foreign division, the department develops export business of this bank and also identifies potential export deals in the country and abroad so as to encourage the bank's export credit. The opening of foreign exchange department at the branches for the purpose of meeting export and foreign exchange requirements is the duty of operations department.

Planning and Development Department

A General Manager, under whom there is an Assistant General Manager, heads this department. This department is in charge of overall planning and development of the bank. It formulates annual business plan of the bank and also monitors the performance of the Zones and Regions. It also has the responsibility of opening new branches or branch extension counters.

Credit Department

This department is beaded by a General Manager and is subdivided into six units each headed by an Assistant General Manager. They are: Assistant General Manager (Unit Cells), Assistant Genera) Manager (South and East), Assistant General Manager (Recoveries), Assistant General Manager (North Central]), Assistant Genera) Manager (Western 1), and Assistant General Manager (Western-2). This department is in charge of revitalizing sick units. It also has the responsibility of recovering loans, etc., owned to the bank. It also sanctions advances.

Vigilance Department

A Chief Vigilance Officer heads this department. It is the duty of this department to detect and investigate cases of fraud. It also suggests ways to plug the loopholes for fraudulent acts.

Department of Audit and Inspection

Headed by a Deputy General Manager, this department carries out periodic audit and inspections of the branches and administrative offices. It also prepares audit reports and gives directions to the Branches.

Zonal Office

As already pointed out, the Central Ban k of India maintains five-tier organizational structure. After the Head Office follows the Zonal Office. A Zonal Manager who was formally known as Assistant General Manager heads each Zone. There are a total of 50 regional offices. Under the Zonal Manager, there are two Chief Managers, namely, Chief Manager Personnel; and Chief Manager Credit.

Personnel Department

This department headed by a Chief Manager is bifurcated or organized into four units, each headed by an officer. These officers are: Deputy Chief Officer (Law), Chief Officer (Personnel), Chief Officer (Operations and General Administration Department), Deputy Chief Officer (Establishment). This department is in charge of personnel matters in the Zone. It determines vacancies and Forwards the same to the employment exchange for the purpose of filling the same up. Furthermore, this department frames rules and procedures relating to personnel in the Zone. It has the responsibility of providing stationeries, furniture, etc.

Credit Department

A Chief Manager heads this department. Under him are four officers who are assigned different duties. These officers have the following designations:

    (a) Chief Officer (Credit Internal)
    (b) (b) Chief Officer (Credit External)
    (c) Chief Officer (Planning and Development)
    (d) Chief Officer (Rural Development).

This department of Credit is responsible for processing and sanctioning of advances. It also takes the charge of planning the bank's business and monitoring the performance of the branches with regard to branch expansion, deposits mobilization, credit deployment and profitability. 'Besides, it looks after the lending policies of the bank particularly in regard to the priority sector lending.

Regional Office

As already stated the Central Bank of India has 50 Regional Offices each under the control of a Regional Manager. The Regional Manager sees to the working of the branches under his jurisdiction. A Deputy Chief Officer organizes the regional office under five units each headed. These are:

Operations/General Administration Development (UNIT)

A Deputy Chief Officer heads this unit. This unit maintains the rules and procedures of this region. It also sees to the general working of administration. It supplies stationeries, furniture, etc., to the branches under the region.

Credit Unit

Headed by a Deputy Chief Officer, this Unit processes and sanctions advance at the regional level.

Planning/Development Unit

It is the duty of this unit to see to the planning and developmental activities in the concerned region. It monitors the performance of the region. It can suggest expansion or opening of new branches.

Rural Development Unit

Manned by a Deputy Chief Officer, this unit sees to the rural development by granting loans and advances to priority sectors.

Branch Office

In branch banking the chief administrative officer of a branch is usually the Manager. The position of a Manager is similar to that of bank General Manager, and the responsibilities vary with the size of the branch and the amount of business conducted. A branch Manager's immediate supervisor is the Assistant General Manager from whom flow authorities, instructions and regulations that emanate from the head office.

In the organizational hierarchy of the Central Bank of India, the Branch Office is at the bottom. In all there are 2445 branches of the CBI, each headed by a Branch Manager.

The main defect of this fiver-tier system is that communication and control become more remote day by day with more and more expansion. The structure becomes rigid and unable to adapt itself to quick changes. The change, which has come upon the banking industry during recent years, has released tremendous energy. It has to be handled and directed towards realization of aspirations created in the mind of the public. This requires a flexible structure with properly delegated and defined decision-making levels. Ohlin suggested that sheer rapidity of social change requires greater organizational adaptability, which according to McNulty, depends upon built-in flexibility of the organization. But the organization structure we have now in most of the banks cannot just meet this great demand of flexibility necessitated by this historical change. One of the reasons behind reluctance of top management to reorganize the structure with proper delegation of authority and responsibility at all levels can be traced to the absence of a good information (feed. back) system, which on the other hand depends upon a good organization structure. Unless, therefore, there is a good

organization structure there cannot be an efficient information system. And unless, the top executive has some means of assuring himself that the delegated authority is being used properly towards realization of enterprise goals, he will continue to be resistive and nervous towards any idea of reorganization or delegation of authority. It is not unlikely, therefore, to find in many of our banks that a dominant executive who has since moved up higher in the ladder continues to make decisions for those positions from which he was promoted.

Inferences

The Central Bank of India is an organization, set-up for creating money through its lending and investing activities under the direction of the Reserve Bank of India. In other words, it is a body with autonomy in its operations and at the same time being accountable to the public.

At the apex of the CBI management is the Board of Directors which has enormous powers in influencing the operations of the CHI. Below it is the Managing Director of the Head Office, located at Bombay, who is appointed by the Central Government, Next to the Head Office are the 12 Zonal Offices each headed by a Zonal Manager. Next to the Zonal Offices are 50 Regional Offices each under the control of a Regional Manager. 2445 Branch Offices each headed by a Branch Manager follow these offices.[152] The operational function of the CBI has been divided according to various principles of management. The most significant among these are:

(i) Unity of command, which is accomplished through a vertical relationships of sharing of authority effected by delegation from the Chairman down the line, each member being responsible to the one above.

(ii) The operational areas of the CHI have been divided according to the span of control principle. The division of operations based on these principles has given the CHI the following advantages:

(a) Utilizing the specific abilities of its employees:
(b) Securing the coordination and easing out problems of control and communications; and
(c) Making smooth delegation of power and authority.

These points have helped the CHI to maintain itself as an integrated entity composed of many parts and yet every part forms a coherent functioning whole. Theoretically this fact has been instrumental in fostering some efficiency in the operation of the Central Bank of India.

Commercial banks in general are highly departmentalized. Departmentalization in banking, as in other business organizations, results from the inability of one person to do all the activities connected with one group of tasks. It is an outgrowth of a need to

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[152] Central Bank Zonal Office, Chandigarh. L "Development Administration: Current Approaches and Trends in Public Adminstration for National Development" (New York, United Nations, 1975), p. 105.

assemble the expertise that develops from an increasing volume and from the complexities of bank operations and the varied services rendered to customers. Departmentalization enables improved and 'expanded services to customers, develops more efficient officers and. other employees, and reduces the costs of bank operations. The organization structure of a nationalized bank should be a decentralized three-tier system.

3. THE IMPACT OF GLOBALIZATION ON BANKS

The gradual implementation of the government strategies over the past three years have thrown the Indian banks into the arena of national and international competition. Public sector banks are being allowed to go to the market and raise funds to meet capital adequacy and reduce dependence on the government, thereby also providing a common level playing field. The government has recently relaxed restrictions to the entry of private sector bank resulting in a sudden growth of banks in the private sector. The Reserve Bank of India (RBI) has given clearance for starting a few new banks in the private sector. A number of organizations in the corporate sector are also entering the banking sector. The new banks like UTI Bank, ICICI Bank, Global Trust, Indus Bank, etc. are bringing in advanced technology, rendering better customer service and are launching newer products.

More foreign banks are allowed entry to operate in India. Recently the Government has in principle agreed to allow five new banks' to open branches in India every year. [153]The above developments are encouraging the banks to change their business profile and move beyond the traditional lending function and get on to newer financial services such as investments, funds management, merchant banking, venture capital, housing finance, consultancy, etc. Some have responded to the challenges by setting up subsidiaries or by instituting strategic alliances.

With so much vibrancy, Indian banks have no choice but to initiate new efforts. The strategy each one decides will obviously be different. Whatever be the strategy, banks will have to make sure that the available human resources will respond positively to their effort's and that the employment relations are conducive to face the onslaught of com petition.

But winds of liberalization has brought fresh air and with the entry of foreign banks in India, greater need is felt for better customer service and a creating competitive edge to overcome competitors' strategy. All these have led the employees to talk in favor of work culture.

According to L.G.Kulkarni, **"If people in banks are not attuned to the new meaning and the new culture, they will have no place in the emerging scenario."** In the changing global scenario banks in India will have to have clear objectives, such as:

1. Enhancing the efficiency of operations by employing high technology.
2. Enhancing asset quality and profitability of the bank.
3. Streamlining the structure in accordance with the changing environment.
4. Increasing staff involvement through HRD and training.
5. Projecting the image of bank as a socially responsive and viable organization
6. Continuing to act as a financial intermediary while at the same time esponding to the growing needs of the customer.

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[153] This is part of an understanding arrived at by members of WTO including India, *Economic Times,* July 28, 1995)

Bank executives essentially perform the duties of managers in their different assignments. To understand their role expectations in the development of the economic and social system of the country, it is essential that we know their profiles which could include basic features like their origin, family background, educational background, working pattern, achievement, motivation, acquisition of skills during training and on the job. This information will help in identifying the sources from which they are recruited providing them training in the abilities and skills which are essential for their success in their roles, creating a more conducive environment at their work places and motivating them for better performance in the changed scenario.

The changing role of managers include:

1- Exploring opportunities that are increasingly becoming global.
2- Customising at low costs.
3- Learning to manage and work in highly volatile environments, political and otherwise, and to scale down or scale up operations, according to need.
4- Learning to become part of the global intellectual chain.
5- Being less dependent on government, the role of which is being increasingly challenged in every sphere.
6- Realising that a job is no longer an entitlement or a right.
7- Being able to convert data into knowledge.
8- Looking at strategy as resource mobilization and resource leverage.
9- Developing capacity for knowledge in action.
10- Developing education, particularly management education for a framework for sustained change.

The present status of Job Satisfaction Level in Banks as inferred from preliminary work done on this line and various reports published in journals and magazines are very low. Reasons for such a declined graph of Job Satisfaction level are disinvestments policy of Govt., decentralization of functions, privatizing public sector banks in the hands of private institutions, permitting multinational banks in Indian market, and last but not the least, introduction of Information Technology without proper adequate means for coping with it and as a result Banking Industry has been unable to compete with the Private Banks.

Decentralization of functions in the banking sector is the need of the hour-says RBI Governor. The reasons stated by him for the decentralization of functions are that decentralization leads to division of labor as well as span of control, these elements foster the job involvement and job satisfaction level. The recent researches and studies have concluded that present job satisfaction level in banking industry is degrading day by day. As a result one can clearly notice the increase in the migration graph from public sector banks to private sector banks.

The RBI Governor Dr.Bimal Jalan, addressing bankers at Hyderabad on Dec'6'99 said decentralization of functions in the banking sector and strengthening the regional level offices was the need of the hour. He said, ideally, the central offices of banks should assume the role of policy-making body, while administrative and related aspects should be entrusted to the lower levels. He said such a strategy had been adopted even by Reserve Bank and it's regional offices now have regional directors who look after all the activities of the apex bank Such a change was required keeping

in mind the productivity, job performance and job satisfaction level which when compared to private sector banks was found very low in public sector banks.

For the disinvestments Government has created a separate Department of Disinvestments. Disinvestments in other words mean privatizing or giving in the hands of public. Such a step is taken only when a particular industry is unable to maintain either it's workforce or to maintain it's employee's job satisfaction level up to a certain standard. As Govt. is going for the disinvestments of its banking industry we can infer that present level of satisfaction is not up to the standard level.[154]

More often if comparison is made between public and private sector employee one can easily notice the difference between their levels of satisfaction. Reason is that employee in private works with great zeal as he/she is aware of the fact more work and dedication is going to pay them back in terms of better opportunities and growth prospects while stagnancy is often experienced in govt. Sector.[155]

To conclude it can be stated that both these banks' present scenario is a prospective and competitive one and employees are satisfied. Indian banking is undergoing a metamorphic transformation. In fact more changes have taken place in banking during the last one decade than during the preceding two centuries. The basic changes in the banking system are related to key changes being introduced in Indian Economy, viz. liberalization of the economy, globalization, technology explosion, consumer supremacy, profitability crunch and competitive pressure. Banking as acceptance of deposits for purposes of lending and investment has now changed.

Organisational Re-Structuring In Indian Banks

The traditional business structure *of* majority *of* public sector banks in India that specialize work and fragment processes, lacks creativity and flexibility, is un-responsive, has absence *of* customer focus, is obsessed with activity rather than result, suffers bureaucratic paralysis and sans innovation and marketing. This has been resulting in lower productivity, lower return on assets and lower profitability. With the competition amongst financial services players getting intense, many among these banks have been finding the going very tough. Some *of* the banks/institutions such as State Bank *of* India, Indian Banks' Association, Punjab National Bank etc. have already undertaken restructuring *of* their operations to ensure long term viability while many others are in the process *of* initiating such steps. The need for restructuring arises because the banks want to achieve more and more to ensure that the changing environment may not eclipse them (July 1999 issue *of* Banking events update carried this paper).

Restructuring can be defined as 'fundamental rethinking and radical redesigning *of*

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[154] State Bank Of India-Annual Reports

[155] Mathur, O.P., Public Sector Banks In India's Economy: A Case Study Of State Bank, New Delhi Publishers (P) Ltd. Desai, Basant, Principles Of Bank Management, Himalayas Publishing House, Bombay

organizational structures, business processes & procedures and functional structures with the objective *of* achieving desired improvement in critical contemporary performance parameters such as return on working funds, spreads, profitability, quality *of* assets, capital adequacy, productivity etc. by moving at required pace and in the right direction. The restructuring must translate itself into higher revenues, lower costs, improved customer satisfaction, better financial strength, higher employee moral or a combination *of* these and essentially be reflected in the improved bottc5mlines.

Focus of restructuring

Keeping with the above broader objectives, restructuring essentially focuses on the following:

A   the customer and satisfaction of customerneeds, .

B   the competition management to improve the market share and improve productivity.

C   the process time reduction for better deliverychain management

D   the cost cutting to improve spreads and returnon assets.

E   the change management

F   the optimum utilisation of human and other resources.

Implications

Restructuring generally generates positive e*ffect* on the top-line and bottom line by increasing the revenue and/or decreasing the costs. Other intangible effects are:

A   by delegating the decision making power to down the line management the organisation makes them more accountable and responsible. This leads to increased productivity and results in better quality of services, being offered.

B   the organisation starts measuring its performance and that of the human resources in terms of contemporary parameters and not by the activities.

C   the criterion *for* career path improvement within the organisation is changed *from* the one based on the performance only to the ability to take more responsible jobs.

D   the role of managers is changed *from* supervisors to that of leaders.

E   the role of the executives gets changed *from* mere scorekeepers, interested in achieving allocated targets than anything else, to that of visionary leaders.

F   most importantly, management information system gets devised in such a manner that the information has to be captured only once and at the source, allowing no possible scope *for* missing data or redundancy and ensuring the availability of the data whenever it is needed *for* decision taking.

Restructuring of banks

RBI in consultation with Govt of India set up the Working Group headed by Mr. MS Verma, former Chairman of SBI, to suggest measures for revival of weak Public Sector Banks (PSBs). The group identified following 7 parameters for identification of banks' strength or weakness covering the aspects of solvency, earning capacity and profitability:

The 27 public sector banks have been evaluated by the committee on the basis of the parameters for the years 1997-98 and 1998-99 and have been categorized into five categories:

The group developed a four-dimensional comprehensive restructuring program covering

(a) Operational restructuring (involving basic changes in the mode of operations, introduction of modern technology, resolution of problem of high non-performing assets and drastic reduction in cost of operations),

(b) Organizational restructuring (aimed at improved governance and enhancement of management involvement and efficiency),

(c) Financial restructuring with conditional recapitalisation and systemic restructuring (providing for legal changes and

(d) Institution building for supporting the restructuring processes.[156]

Conditional recapitalisation

Further recapitalisation of weak banks should be accompanied by strict conditionality about the manner in which the funds can be deployed and their servicing. The recapitalisation should be under an agreement between the Govt. on the one side and the bank' Board of Directors, management and staff on the other side, laying restructuring goals. Recap is needed for the purpose of removing non-performing assets from their books, technology modernization, VRS cost, capital adequacy etc.

Emerging Trends in Banking

Transparency through disclosures - From time to time, RBI has enhanced the disclosure standards. The banks are likely to see bank balance sheet more transparent and allowing investors to make more informed judgements. From this year itself, the banks are required to reveal additional information on the maturity pattern of loans, investments, deposits, movements in NPAs and so on. Such disclosure may result in re-rating of banks by the investing public and rating agencies, which may bring additional pressures on their earning capacity.

Privatisation- In the 2nd phase of bank ing reforms, the govt. is in the process to bring its stake in PSBs to below 51%. Privatisation of the PSBs is considered as a solution to providing bank managements more operational autonomy and freeing them from the vigilance authorities. The privatization is likely to result in removal of the paralysis in the decision making caused by the behavior of investigating agencies. The PSBs will have to put in lots of effort in order to bring healthy work-culture, to meet the new expectation of the customers and shareholders.

Rationalisation and re-sizing the work force - Banks are likely to take steps in the direction of rationalisation of their work-force either by re-deployment or by offering the exist routes such as voluntary retirement scheme. The poor productivity in PSBs compared with their counterparts in the private sector, is matter of concern for the

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[156] Report of Working Group on restructuring of weak public sector banks submitted during Sept 1999

CHAPTER FIVE

HUMAN RRSOURCE MANAGEMENT IN BANKS

1. Introduction

2. Employment Relations In Banking

3. Changing Employment Relations

4. Emerging Role Of Management

5. Problems And Management Of Change In Banking Industry

6. Working Norms Of Banking Industry

7. Recruitment

8. Discipline

9. In-Service Training

10. Promotion

11. Performance Evaluation

12. VRS In Banks

13. Information Technology

1. INTRODUCTION

Industrial relations are a critical factor in the pace of industrial growth of nations. The development of industrial relations system is a gradual process, which is influenced by multifarious events that take place during the period of industrialization. The changes in state policies, economy, societal values, the levels of education, degree of technology, etc. bring about corresponding changes in the system of industrial relations. Experiences across the globe indicate that the processes of industrial relations are now undergoing major transformations. It is also observed that changes in employment relations are taking place in Indian industries as well. This paper attempts to map out the changing perspectives in IR in one of the major industries in the service sector in the country, namely banking.
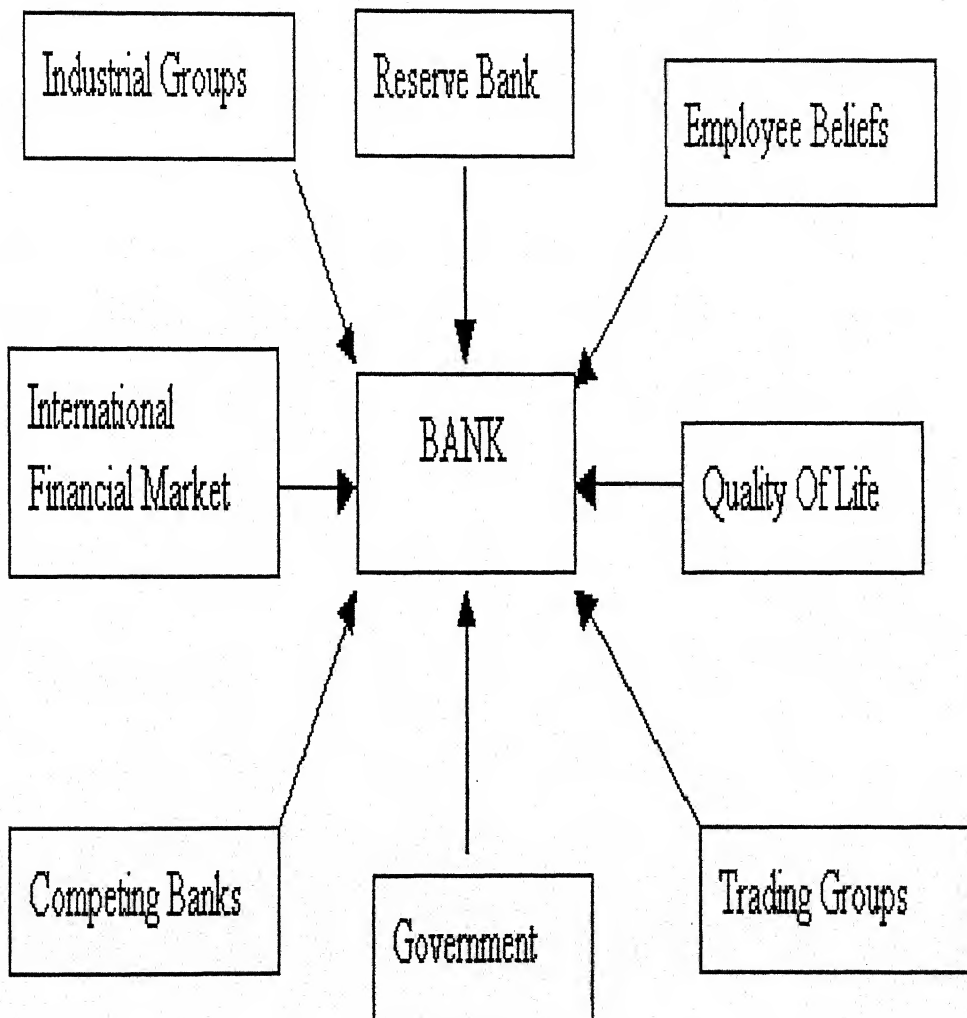
Fig 35 Environmental Influence On Bank Before Nationalization

Banking is one of the basic instruments of economic growth and hence the changes affecting this industry will inevitably have consequences in the other segments of the economy.

Small trade

Reserve Bank

Employee Beliefs

Unemployment

Quality Of Life

Agricultural farmers

BANK

Trading Groups

Social & political groups

Industrial Groups

Small industry groups

Government

Competitive service efficiency

International Financial Market
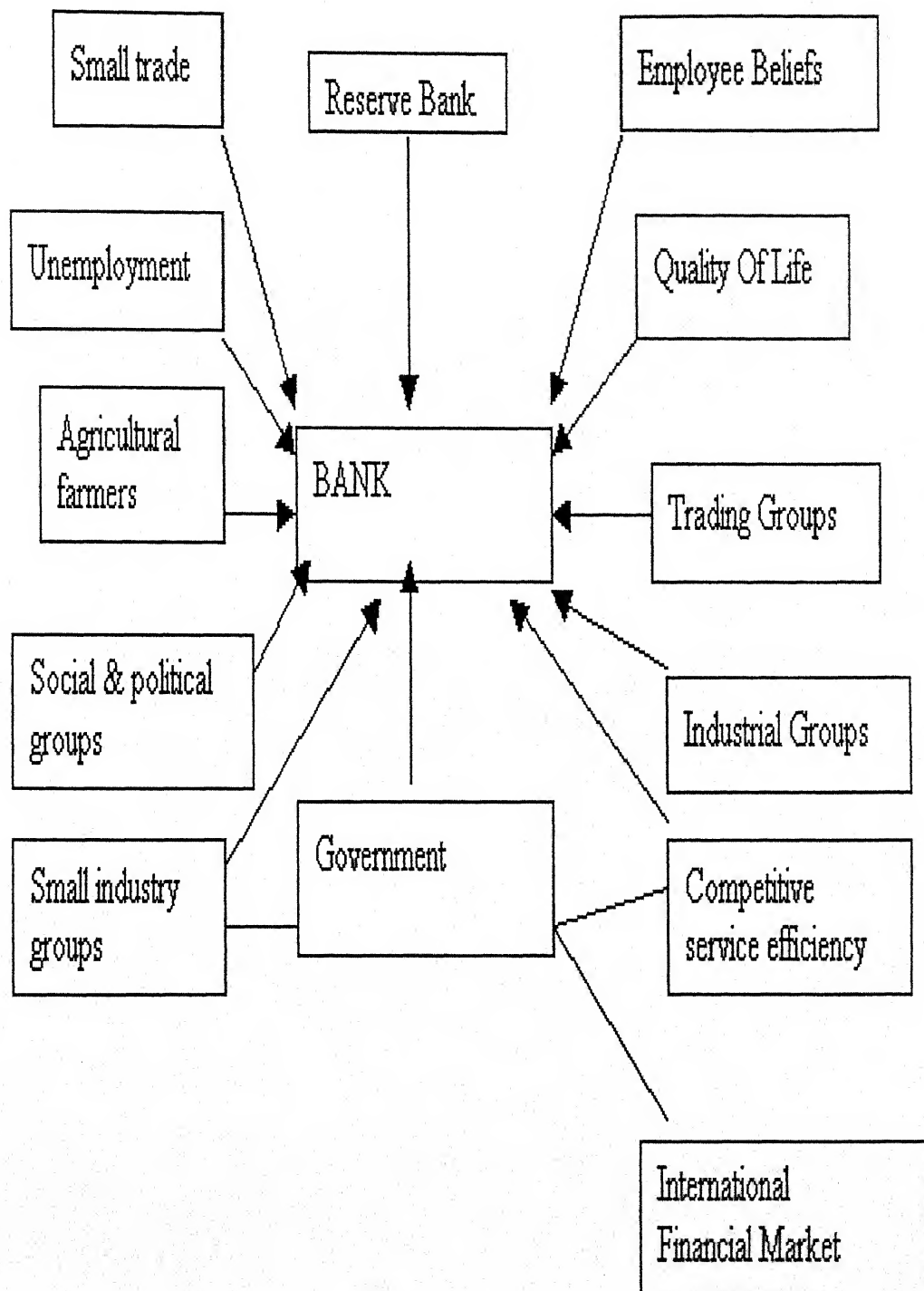
Fig 36 Environmental Influence On Bank After Nationalization

2. EMPLOYMENT RELATIONS IN BANK

Personnel management was not given due importance in banks in the initial years. Around 1940s, the managements' major concern was how best they could extract work out of the people to maximize profits. Fear complex, mainly of losing one's job, was the driving force behind work in those days, since job opportunities were scarce. On the other hand, remuneration was 'not in conformity with the work performed. There, were no specific pay scales into which employees were fitted and hence there were no regular salary increments.Other facilities: like leave, medical aid, etc. was almost unknown. Trade unionism in banking came up during this period to fight against such exploitative practices.

During this period, the trade unions could make headway in organizing themselves. The foremost among the trade unions was the AlBEA. Efforts were made with the help of the Indian Banks Association (IBA) to have collective bargaining instead of government intervention on matters pertaining to employment conditions and relations. Thus in 1966 the first Bipartite Settlement for three years was reached between AlBEA and IBA. A second Bipartite Settlement on wage structure was reached in 1970. Subsequently, three more major settlements were arrived at. In effect, these settlements spelt out the mode of behavior of the parties in employment relations in banking.

Mechanization of banking "operations started becoming an issue from mid 1970s. The bank unions, right from the beginning, resisted the idea of computerization. However, discussions on this aspect continued and subsequently the first agreement on computers was signed in 1983. Later another modified agreement was signed in 1987.The need for computerization led to new aspects in employment relations. AllBEA that had been waging a relentless battle against computerization and mechanization for a long time started rethinking on the issue. They realized that they would not be in a position to fight against computerization for two reasons, namely: -

- The influx of information technology into the financial sector, and
- Pressure from the young, rank and file union members for adopting information technology.

This led to renewed negotiations between AlBEA and IBA in 1991. A major agreement on computerization was signed in 1993.[157] This agreement provided for a much greater flexibility to bank managements for implementing information technology.

During the latter half of the seventies another splinter organization of award staff known as Bank Employees Federation of India (BEFI) came up. Although started in a small way in West Bengal, BEFI has now emerged as an important force to reckon with in several banks. BEFI has the support of the Marxist Communist Party of India, CPI (M). Although BEFI was not recognized by IBA 'as a bargaining agent for quite some time, IBA has now started consulting BEFI along with AlBEA and NCBE.

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[157] Memorandum of Settlement between IBA and AIBEA on Computerization, October 29, 1993.

3. CHANGING EMPLOYMENT RELATIONS

There are visible changes in orientations in employment relations in banking and finance elsewhere in the world. For instance in several countries, bank unions have become increasingly weaker in their bargaining positions causing changes in IR. The universal trend can also be observed in Indian banking. The trade unions which were very powerful and which could enforce their dictator through demonstration of militancy in the sixties and seventies are now showing signals of collaborative existence. The emerging market-driven economy is changing the earlier accepted rules of the game where bank managements reactively accepted the strong propositions that came from the unions. This is a significant indicator of changing employment relations. Discussions with the representatives of bank managements and various trade union leaders at the national and bank levels also indicate that the stage is set for major changes in IR. These changes are visible in the employee composition. The trend of women employees and the employees representing the socially disadvantaged sections entering Indian banks is on the increase.[158] This trend is bringing additional complexities in managing the diverse human resources.

The changing market, up gradation of technology and the employee composition, therefore, are few of the new forces behind employment relations in banks. These forces coupled with the changing orientations of trade unions and individual employees, and the emerging structural changes in bargaining will considerably transform the IR perspectives in the coming, years.

"The bank trade union and officers' association leaders now show a shift in their mood and possible approaches. Most of the trade union and officers' association leaders interviewed feel that industrial relations should not necessarily be based only on conflicts. If they are accepted as true partners in the growth of the industry, they are also willing to extend their support. However, they fear that bank managements are not yet ready to accept this. They feel that there should be a positive change in the attitude of managements towards unions and associations. In this context a top trade unionist said: "Why not share the problems of the bank with us who are also concerned about the survival of the organization?" Even at the bank level signals to this effect are available. A joint appeal signed by the leaders of the clerical staff union, officers' association and chairman of the Bank of India on January 16, 1991 and circulated to all employees in the bank calling for efficient performance and co-operation is an example. Such instances indicate that the unions/ associations, which were only fighting with managements in the past, are now gradually recognizing the need for co-operation for mutual survival.

As mentioned earlier the issue regarding the introduction of technology has been a major bone of contention between bank unions and managements for quite some time. Even after the' 1983 and 1987 settlements, not much headway had been made in this regard. Management representatives always felt that trade unions stood in the way of technological advancement. To some extent this argument was true and most union leaders also acknowledged the fact that they 'were against the idea of computerization

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[158] Mankidy, J. (1975), "Personnel Management in Banks *Management,* May, 1995

for fear of its possible impact on present and future employment'. However, in recent years, trade unions seem to have softened their approach. Therefore, they feel that if they do not respond to the reality, it will adversely affect the growth and survival of banks.

While on the one side, there are visible changes in orientation among the trade unions, the individual employees orientations are also indicating the need for change in approach to IR. A study in a larger public sector bank on work goals of employees clearly demonstrated that besides good pay and security - ranked as numbers one and two respectively - the bank employees ranked opportunity to learn, opportunity for upgrading, interesting work, match between job and ability in higher orders. [159] This shows that the bank employees who are also members of unions and associations are looking to the contents of their jobs with grater expectations.

Yet another major pointer to the changing perspectives of banks, which needs to be taken serious cognizance of by the management, relates to the recent structural changes in employment relations. The 1983 agreement on computerization has included a clause that says that although what is given in this agreement covers the industry as a whole, the individual banks may negotiate with their respective bank level unions for enhanced benefits to both the parties.

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[159] Mankidy, A. and Mankidy, J.(1992), "Meaning of Working: A Study of Bank Employees", *Decision,* Vol. 19, Nos. 3&4.

4. EMERGING ROLE OF MANAGEMENT

Management of banks - While the generally accepted principles of Corporate Governance also apply to banks, but in view *of* their unique status and safety nets provided to them, certain principles *of* CG require a reorientation. In Indian public sector banks (PSBs), the majority shareholding still continues to remain with the Govt. Historically, good governance in the banking sector has not been a major issue but in the era *of* deregulation, globalization and competitiveness, the PSBs have formidable task to perform. There is need to take vital decisions on pricing *of* products, develop corporate strategies for managing various risks and designing products to meet the emerging needs *of* the customers.

Management Structure *of* PSBs - The structure *of* PSBs in India includes Board *of* Directors (having Govt., RBI and shareholders nominees in case *of* IPO banks), Management Committee (having Govt. and RBI nominees), Audit Committee *of* the Board (having responsibility *of* ensuring the efficacy *of* the entire internal control and audit functions), other advisory committees constituted by the Board. One whole time director assists the Chairman and the Govt appoints both of them. As a part *of* effective governance, various committees have also been formed.

Board's responsibility - The role *of* board *of* directors in banks has become significant. The board lays down the policies in critical areas such as investments, loans, assets liability management and management and recovery *of* NPAs. The CAMELS rating system takes into account the working and effectiveness *of* the Board and its committees.

Disclosures and transparency - Nowadays, the banks have to disclose many significant parameters *of* performance which include capital adequacy ratio, percentage *of* net non-performing advances to total advances, provisions made against NPAs and investments, operating profit to working funds ratio, return on assets, maturity pattern *of* assets and liabilities, movement *of* NPAs, lending to sensitive sectors etc. Such disclosures provide an opportunity to the stakeholders to evaluate the qualitative aspects *of* the balance sheet and have a fair idea *of* the impact *of* prevailing circumstances on the earning capacity *of* the banks.

Aspects requiring attention - The Narasimham Committee had observed that as a result *of* government ownership *of* PSBs, the market discipline tends to be weak. The committee had suggested that Board *of* banks should be free to take decisions on corporate strategy and all aspects *of* business management and be responsible for the same to the stakeholders. The Board should be authorized to determine the remuneration structure applicable to their managerial and other staff depending on size, strength, business mix, viability, paying capacity etc. RBI should withdraw its directors from the Boards *of* PSBs and instead *of* two whole time directors, there should be three whole-time directors. By now it is recognized worldwide that human resources development (HRD) is a tool for business improvements. Organizations do not any more talk of HRD for its own sake, but use it as an essential requirement for business development. Researches show a good HRD strategy supported by appropriate personnel policies can do a lot in terms of increasing customer, employee and stakeholder satisfactions. I would like to highlight some HRD priorities for banks

in this direction. The HRD staff should work with unions and associations for enhancing customer and employee satisfaction. Customer dissatisfaction is also enhanced by the number of times a bank is closed due to strikes. Not merely the closure, but the threat of closure itself adds to dissatisfaction. Leaders of officers' unions and associations should realize this. Banks have taken good care of their employees and they should continue to take even better care.

Satisfied employees are likely to serve the customers better and create more positive encounters. The least a human resources development department can do is to conduct employee-satisfaction surveys. The time has come for unions and associations to work hand-in hand with the HRD staff for improving the work culture and image of banks. The above signals are sufficient reasons for managements to reexamine their role with a view to developing complementary HR/IR process in banks. The beginnings of this metamorphosis are now becoming visible elsewhere. In recent years management experts have been promoting the idea of discarding the sole 'strategy - structure - system' model and encouraging the movement towards people - driven processes. They argue that the shift from "system-driven" to "people oriented" management is pivotal because only then can top level managers broaden their roles: from defining strategy to building corporate Purpose and from framing structure to developing organizational processes.

The emerging decentralized bargaining trend is certainly a major beacon of hope for the -changing role of management. Bank managements in the past essentially followed what' was decided at the industry level without much involvement in HR/IR area. Now the position is becoming different. Since negotiations at bank level are now emerging reality, bank managements have to start acting proactively taking full cognizance of the HR issues and the earlier mentioned changes taking place within the banks. This change would, in. turn, alter the IR processes in banks, and they will also be in a position to provide for better and flexible arrangements. Depending completely on industry level guidelines can lead to undesirable consequences at the unit level.

There is an urgent need to rethink on work ethos and values in banks. In the course of discussions with trade union leaders this aspect came up several times. Corrupt practices at the higher levels can lead to dilution of discipline and order at lower levels. A review and necessary actions would help the banks to develop the appropriate organizational culture. The facilitating role of the top management is very vital in this exercise.

Management's approach to discipline needs a thorough review. Micro level IR processes are directly linked to this aspect. Traditional approach to people management primarily rests on 'employee discipline'. Managers view employee discipline as acceptance of 'authority' without questions. In the emerging scenario where the employee orientations are changing, managements may have to shift from this traditional discipline management to dissent management process. 'Dissent is the voice of progress'. If organizations need continuous improvement, it should evolve a culture where people at all levels will be encouraged to question the' existing systems and processes.

5. PROBLEMS AND MANAGEMENT OF CHANGE IN BANKING INDUSTRY

"There is a general feeling today, both amongst bankers themselves and in the public at large, that customer service rendered by banks leaves much to be desired, and in certain respects has indeed reached very low levels. This can be ascribed to many reasons. May banks, along with the ever-widening range of their activities and responsibilities, undertake the enormous branch expansion program particularly after nationalization has weakened the structural fabric of the organizations? Simultaneously, public expectations have been constantly, often justifiably, increasing, and with the growing public awareness dissatisfaction over the service has assumed growing expression". The working group on Customer Service in Banks appointed by Government of India about 5 years back aptly summed up the conditions prevalent in the banking industry in their preamble to the Interim Report. The situation has not changed much despite their interim and final recommendations; rather it has worsened overtime. The purpose of this paper is to analyze and examine the causes that have led to such a situation and suggest structural and other changes necessary to prevent further degeneration.

The Banking Commission which was appointed only a few months before nationalization regarded it, "as a start of a major revolution in Indian banking, since it was not merely a change of ownership of these fourteen banks, but it was the beginning of a coordinated endeavor to use an important part of the financial mechanism for the country's economic development". Though, the banks were hitherto and had always been playing an important role towards economic development of the country the real purpose behind nationalization was to use it as a tool for an all round economic growth.

During the first two and half years of nationalization total number-of-branches jumped from 8,262 to 12,985 and to 27,704 in 1978, out of which nationalized banks share is the largest. During the initial two and half years nearly 65% of expansion was made in rural centers. Besides State Bank of India, which is virtually a government controlled bank, other banks in private sector also fell in the same line and registered 38.27 % growth, out of which 60% was in rural areas during the same period. It should not be overlooked that even before nationalization all scheduled hanks were brought under the purview of Social Control by virtue of The Banking Laws (Amendment) Act, 1968.

The nationalized banks continued to grow more rurally and by the end of June 1975 and December 1978 their aggregate rural branches st05d at 3473 and 5480 respectively i.e. nearly a 500% growth in five years and 800% in a decade. This is a phenomenal achievement and singular in the history of banking development.

Even today managers are selected at random without proper assessment of their abilities to perform the above tasks nor are they properly trained and equipped. In passing, it may be mentioned that, though lately, increased importance is being given on training but the curriculum still hovers around banking laws, procedures and routines only. It hardly trains them in modern management methods and makes them

prepared to face newer challenges posed by nationalisation. Managers are, therefore often found to show reluctance in taking up even good projects both agricultural and industrial. Lack of knowledge about the viability and management of projects for which they are not always responsible, precludes them from adopting such projects. Although, banks are now putting in field officers for a group of branches, managers are often found unable to reconcile the knowledge gap between them and the field officers. The result is that they either become resistive or tend to lean upon them solely. Thus when, head office or other sanctioning authorities demand a cash forecast or fund flow statement many a branch manager gulp a glass of water and just sit on the proposal with a vow to never entertain such projects in future.

There has, therefore, been a decline in the quality of advances during post-nationalization period and increase in customer harassments. In cases where proposals are directly sanctioned by Head Office and thrust upon the unwilling head of a manager, proper nursing and supervision of end-use of advance was not made. Where targets were fixed in certain sectors, the flush of enthusiasm to reach the targets or half hearted endeavor to fulfill the quota deteriorated the quality of advances.

Hence, the change appeared to be basically super structural one' which had to take a long and strong hand to permeate through. The structure down to the basic layer of the organization, and in the process release, at times, painful but necessary placenta. Unfortunately, the placenta was mistaken for blood and a hardening of arteries followed.

At the operational level the ideas of social and retail banking immediately deprived a manager from his comfortable arm chair and compelled him to be an on, the-toe man. He was also deprived of that comfortable and ego-satisfying relationship he was enjoying with bigger clients and many a behavioral perquisites that went with it. A borrower for a five hundred rupees loan or a depositor for five rupees savings bank account would not give him that satisfaction which he prized most. His immediate resistance to this change shut his eyes from a more rewarding job waiting for him in helping the poorer section of the people.

In the top management there had already been a tendency to corner activities. Responsibilities and authorities were not delegated in a scientific manner. Identification of activity points and fixation of responsibilities have never been done in a modern way. Administration was run more or less in an authoritarian manner, which just could not fit with in retail banking. Mass banking with socialist ideas needs a strong center with property defined and delegated responsibility points and an efficient information system. Prior to nationalization or Social Control when big business houses or groups owned banks, these groups from amongst their associate executives who would serve their interest and earn a good profit for them selected the Chairman or chief executives.

6. WORKING NORMS OF BANKING INDUSTRY

Working norms in banking Industry plays an important role in creating healthy relationship among workers and management. The healthy relationship is a significant feature for raising productivity. Peace and prosperity are largely dependent upon harmonious relationship between unions and management. Working norms comprise the sets of rules, regulations and principles which Govern the working organization. Working norms are integrated part of the entire policy structure of an organization. Work sense in any organization constitutes its most valuable resources. The personnel area of management is devoted to acquiring, developing, utilizing and maintaining an efficient work force.

Keeping in view the management bears heavy burden of work and responsibility. The success and failure of the organization largely depend upon the performances of its management as well as of its employees. In the opinion of Calhoon "Employees cannot be operated like a machine. Even a small segment of discontented employees, can stop an entire company's operation at tremendous cost. The working norms cover a variety of subjects related to the staff and management relation and Union – management relations. Working norms cover the history of the organization employment conditions, safety rules, recruitments and selection, training, placement, promotion, demotion, transfer, grievance handling procedure, collective bargaining and financial aid to employees.

The patron should be very careful while formulating working norms because it has both short term as well as long term effects on any bank. Working norms are influenced by many factors such as customs and traditions of a particular region, state of competition, attitude of management, government rules and regulations, technological advancement and state of unionism in banks. The working norms in general possess certain characteristics. These should be specific as to principles but In general minute details should be avoided. They should possess high degree of permanency with certain flexibility. It safeguards the organic unity of organization, recognizes individual difference and conforms to government regulations, and considers the interest of the employee, the public and also the consumers, who is the most important factor. These policies should be the result of careful analysis of all the facts available.

These working norms of banks should be informed at level of management. Workers should be also informed either through union leaders or directly. The working norms produce good and healthy relations, while un-sound may cause labor unrest. Although the coverage of working norms is very wide among them like selection) trainings, promotion and transfer policies at the part of the worker are very important. The productivity discipline, working capacity, working condition, and staff relation above, all public service or consumer service on the other side, are the significant factors.

In Banking Industry after independence, some banks, which were under the social control like, state Bank of India, Central Bank etc., were having different norms to those, which were governed by private hands. The government was not ignorant of the condition of private undertaking of banks; therefore the working norms helped and safeguarded the position of the employee working in private banks.

The banks are the institutions, which primarily effect the economic development, and those banks, which were handled by private enterprises, could not reach their goals of social welfare. Of course they emphasize more on their individual interest. The govt. planned the economy on the principle of socialistic pattern; hence it was the raising question at that time to take banks under the social control for the benefit of country. Consequently in1969 banks were nationalized and the banks came the under the "negotiable acts". "Desai Tribunal" and "Shastri Tribunal" fixed the working norms for the banks and finally these were implemented in all banks.

After nationalization the objective of the banks were directed towards the economic development the norms could make easy the condition of the workers and helped them to work hard and get benefits. Therefore over time policy was implemented. If any worker works more than normal working hours he Is paid overtime accordingly. The bonus system was also regularized in favor of the most of bank workers. It helps workers to operate their work efficiently and effectively. On the part of the management certain rules and regulations have been made which empowered the management according to their managerial level, but truly till recently not much attention was given to placement as a toll for effective management in the banking Industry. Most of the time union leaders remain more effective than their Managers and surprisingly some time transfer of the managers can be made on the request of the employees.

The working norms of promotions are classified in three or four tier systems. The different banks have adopted the policy according to their facility. Trade Unions generally distrust promotion on merit because it weakens their strength. They believe on seniority basis promotions. The shastri Award expressed," we are unable to agree that Mere length of service alone, irrespective of efficiency, educational qualification, character and nature of responsibility were required in connection with vacancies to be filled. It should be the role or even the main criterion for promotion". It is true that seniority provides confidence to employees but merit cannot be overlooked. Transfers are made only when an employee gets promotion or an officer completes his three years in any branch. The customer service is the ma in factor in banking Industry; therefore the performance of employee in the field of consumer service is an important consideration. The working norms mostly emphasize the consumer service, the objective of economic development, social welfare and economic activities through banks. The working norms in the banks are not avoided but the norms, which help and facilitate them, are also added. Transfers incase of women are taken sympathetically. Their transfers are entertained where their husbands work. Maternity leave and other facilities are given to them. In short the working norms, which create environment of sound working, this sound working becomes a tool of efficient working of workers, who work with the objective of social welfare and economic development.

7.   RECRUITMENT

The organization of a bank constitutes what its personnel make of it. Recruitment thus complements the banking organization. As A.R. Kidwai, Chairman of the Union Public Service Commission observed: "An efficient civil service is one of the essential ingredients of our democratic system and of the best guarantees for sound and effective, administration."[160]

Recruitment is of vital importance to the management structure, for it determines the tone and caliber, of the personnel and on it rests the usefulness and relevance of the machinery of the organization. Recruitment is the process of securing new employees to an organization for filling posts required for the conduct of the work. The purpose of a recruitment function is two-fold. Negatively it tends to leave out favoritism and political influence; positively it seeks to attract the able and qualified candidates into the service. Putting an emphasis that recruitment should be based on merit, one United Nations publication points out: The core design of a progressive recruitment policy is the reduction, if not the elimination, of favoritism, nepotism and incompetence in the selection Process. [161]

In a sense, recruitment and selection are synonymous terms. Though both of them go hand in hand but in the language of Public Administration, they differ from each other. Recruitment is the process of searching for prospective candidates and inducing them to apply for vacant post to be filled in. Selection on the other hand starts from where recruitment ends. It is the process of choosing the right candidate for the right job.' This is why recruitment is often termed as 'positive' and selection as 'negative'. Recruitment is termed positive on the ground that it stimulates people to apply for jobs to increase their hiring ratio. Selection on the other hand is a technique designed to eliminate the unqualified ones. The process of selection becomes complex as the level and responsibility of the position to be filled in increase. This process therefore determines whether an applicant meets the qualifications *for* a specific job and also chooses the most suited candidate.

In the selection 'procedure, following steps are generality involved:

1. Preliminary interviews or screening;
2. Application blank-a fact finder which helps one in learning about an applicant's background and life history;
3. A well conducted interview to explore the facts and get at the attitudes of the applicant and his family to the job;
4. A physical examination of the candidate, in that health and stamina are vital factors in success;
5. Physiological testing to explore the surface area and get an objective looks at a candidate's suitability for a job;
6. Reference check; and

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[160] A.R. Kidwai, "Foreword", in Report of the Commission on Recruitment Policy and Selection Methods (New Delhi, V.P.S.C., 1976), p. ii

[161] "Development Administration: Current Approaches and Trends in Public Administration 'for National Development" (New York, V.N. Publication, 1975), p. 83.

7. Final selection approval by manager or the Board concerned, and communication of the decision of the candidate.

Sources Of Recruitment

Before any organization begins to invite applications to fill up some vacant seats, it must first of all consider the sources of recruitment. There are two main sources of recruitment, namely, (I) Internal sources, (2) and External sources.

Internal Sources

It has come to mean recruitment from within the organization. This type of recruitment means promotion. Here appointment is made to the higher posts in the service from within the. Service itself either through a system of promotion or through restricted competitive examination.

External Sources

This means recruitment from without or direct recruitment. Here new entrants to the task force are given opportunity to apply. So external sources include: Employment exchanges, causal applicants, advertisement in newspapers, labor contractors, retired experienced persons such as mechanics, accountant's ex-service men.

Recruitment In Public Sector Banks

Banking has come to be recognized as one of the largest public sector industries in providing employment to people. Prior to the nationalization of major banks in 1969, the 'banking career was not considered very lucrative. The intelligentsia 'in this country preferred to join teaching and research while second Class academicians generally joined as bank clerks. Immediate after nationalization, nationalized banks acquired added responsibilities and they needed services of experts like engineers, chartered accountants, agricultural scientists, etc. There was an increase in the pay too. Consequently, bright young people with brilliant academic record chose the banking career. So this banking industry became very attractive for service purpose. We will discuss the recruitment system in the public sector banks with special reference to the Central Bank Of India.

Recruitment In Central Bank Of India

Presently the Central Bank of India has three categories of staff, namely_:
    (i) Subordinate staff;
    (ii) Clerical staff; and
    (iii) Officers category.

Central Bank like other banks has reservation policy. The number of officers, clerks and subordinate staff recruited under the reserved categories viz., Scheduled Caste, Scheduled Tribe, ex-servicemen and physically handicapped categories

Recruitment of Subordinate staff

This category of staff includes peons, messengers, drivers, sweepers, watchmen, guards and cleaners. The recruitment in this category is based on the basis of

reservation provision. The method of recruitment in this category is external or direct recruitment.

Recruitment Procedure

The recruitment to this category is sponsored or conducted by local employment exchange. The zones or regions send their manpower requirements to the employment exchanges who after recruitment exercise send the required candidates to the zone or regional office concerned .The qualification required in this category of Subordinate staff depends on the nature of the job to be performed. Besides the candidate must be a citizen of India, he must be mentally sound and must hare passed at least seventh standard. There is no academic qualification required from the sweepers. For the recruitment of guards, preference is given to ex-servicemen. Furthermore, for the post of a driver, the applicant must have driving license and must also be an experienced driver.

As regards the age for recruitment to this category, the applicant must have completed 18 years of age and should not be more than 21 years old at the time of entering. Relaxation of 5 years is allowed to the Scheduled Caste, Scheduled Tribe and physically handicapped candidates. For ex-servicemen, the number of years they had already put in service is waved off, provided they are mentally sound.

Selection Procedure for Subordinate Staff

There is written test for the subordinate category except sweepers. "This aims at testing their capacity of reasoning and general awareness." They are given simple and general questions. Those who are successful in the written test are then interviewed. Selection is based on personal interview. They are interviewed individually. After this successful candidates are required to present medical certificate proving that they are healthy and mentally sound. Then the decision of the Board is communicated to the successful candidates. This is to say that appointment papers ace dispatched notifying them of the date of commencement of duty, thereafter the successful candidates are given three days' training so that they become acquainted with jobs suited to them.

Clerical Staff

This category of staff includes Cashiers, Clerks, Godown-keepers, Typists, Stenographers, Telephone Operators, and Key-Punch Operators. They are recruited by the Banking Service Recruitment Board (BSRB), which is constituted by the government. Various Zones and regions forward their manpower requirements to this Board, which after conducting examination for the qualified candidates sends the successful ones to the concerned Zone for final selection and placement.

The top category of staff includes technical officers, such as Accountants, Public Relations Officers, Security Officers, Law Officers, Auditors, Chartered Accountants, Liaison Officers, etc. Earlier, there was no direct recruitment of Probationary Officers. Officers were formally recruited only in the specialized categories. These days, about 20 per cent of recruitment at this level is from direct of external sources. The remaining 80 per cent is from indirect or promotion. To attract people with good qualifications to the officers cadre, they are given scale II, or I otherwise, all entry to

this category starts from clerical to scale I (officers level). This type of recruitment in which specialists are recruited is known as 'Internal recruitment'.

There is up to 5 years age relaxation for ex-servicemen, commissioned officers including ECOs / SSCOs who have rendered at least *5* years Military service (for Vigilance/Investigating Officers) and have been released on completion of assignment (including those whose assignment is due to be completed within six months from the date of application).

There are posts, which require certain experience for the post of Assistant Security Officer, Army Officers not below the rank of Captain preferably from Armored Corps, Artillery and Infantry or Deputy Superintendent of Police either serving, released or retired with minimum of five years of completed service in officer's grade. Candidates should possess Driving License to drive motorcycle and light motor vehicles. Due weight-age is given to those with diploma or working experience in fire fighting.

Recruitment Procedure

The Banking Service Recruitment Board after collecting the manpower requirements from the various zonal offices of the Central Bank calls for applications from suitably qualified candidates. This is done through the leading Indian dailies, zonal notice boards magazines, etc. The following information is clearly given-The post and number of vacant seats, age limit, educational qualification, method of application, procedures of selection, type of test and date for the test, the percentage of reserved seats, application fee, and the closing date for the submission of application.

Selection Procedure for Officers Category

After the applications have been collected, the next step is

(i) *Screening* and *sorting* of applications. Here those candidates who have not fulfilled the laid down or basic qualifications are eliminated. It is only those candidates who have fulfilled the laid down conditions that are invited for written test and interview.

The decision of the recruitment Board in all matters regarding eligibility of the candidates, conduct of examination, group discussion/interview, selection, allotment and any other matter relating to selection appears to be final and binding on the *candidates.*

The candidates who have fulfilled the minimum requirements .are invited, for written examination which is both objective type and descriptive. The objective 'type consists of test of reasoning" quantitative aptitude, English comprehension and general awareness. The descriptive 'type examination consists of an essay and letter writing or precise in English. Only those candidates who qualify by being 'ranked high in written examination are invited for interview.

Interview is conducted by the BSRB. This board does not interview those employees whose promotions are based on seniority and internal test. It is only those recruited by the BSRB who are interviewed by them. In the interview, there are both group and individual discussions. General questions are thrown to them and this aims at testing their power of reasoning, reactions to the questions and general awareness.

Candidates already employed in government or semi-government/Public Sector Units/Financial institutions including Banks are required to produce a 'No Objection Certificate' from their employers at the time of interview. Ex-servicemen also are required to produce proof of status.

Thereafter successful candidates have to undergo medical examination to prove themselves healthy and mentally sound. The appointment is subject to the candidates being declared mentally fit 'by a doctor/team of doctors appointed/approved by the Bank and upon satisfactory verification of their character and antecedents.

After the appointment of the candidate, he is put on probation for a period of 6 months. This is because there is no certainty 'whether a proper person has been selected or not. The real test of the fitness of a man is the actual performance of the work. Hence, appointment is made on the basis of probation of provisional basis. During the probationary period (i.e., trial period) the superior officer keeps a close watch on the conduct and work of the new entrant. If he is satisfied with the work and conduct of the employee, at the end of the probation period, the appointment of the latter is confirmed. The probation period can be extended by a further period of 3 months at the discretion of the management. The final appointment and placement therefore depend on the satisfaction of the work and conduct of the probationary officer during the period of probation.

After the confirmation of the appointment of the candidate, there is the question of placement. The employee is placed to the job to which he is well or best suited. Placement is defined as the determination of the job to which an accepted candidate is to be assigned and his assignment to that job. Just recruiting an employee to an organization is not enough. It is equally important to put the right person on the right job. A misplaced employee cannot give his best to the organization and this will be reflected in lower productivity. After the probation period, new entrants undergo orientation course.

8. DISCIPLINE

One of the important factors affecting the quality of customer service is attitude of staff of all categories towards their work and towards customers. Attitude, in turn, is dependent upon multiple factors of which discipline is the starting point. [162]

Bank employees must be well disciplined. As a rule, it is a recognized constitutional and statutory right of bank employees to hold office during good behavior. Discipline is an important element of personnel management. In the wider sense, discipline means "orderliness-the opposite of confusion". [163]

Discipline is the force that prompts employees in the bank to observe the rules, regulations and procedures, which are deemed to be necessary for the effective functioning of the Bank. Every employee is, therefore, expected to observe disciplinary rules and codes of conduct. Any employee who violates the rules of conduct is liable to some disciplinary action. General grounds for disciplinary action against bank personnel are dishonesty, neglect of duty, misconduct, and immoral conduct, inefficiency and incompetence in the performance of official duties. The bank policy on disciplinary action is to stress this positive aspect of disciplines. While the bank management continues to weed out the undesirable in the banking service, it recognizes and rewards those who continue to contribute significantly to the objectives of the bank.

Causes Of Indiscipline

Following are the important causes of indiscipline in the banking industry:
(I) First factor, which contributes to the indiscipline, is the misplacement of the right person in the right job, which suits his qualification, experience and training.

(II) The Second contributory factor is undesirable behavior of senior and junior officials. There are some officials who have some pattern of behavior, which they expect their subordinates to follow. This leads to infringement of rules.

(III) Faulty evaluation of persons and situation is another important cause of indiscipline in this organization, like other organizations. This leads to nepotism and favoritism which breed indiscipline in the organization.
(IV) Lack of upward communication also leads to the creation of indiscipline. When the feeling and reactions of the employee cannot be conveyed to the top management, rebellious action might result.

(v) Weak, flexible and incompetent leadership is another important factor. A Manager who shirks his responsibility is failing in his duty to manage. In many cases indiscipline stems form the managerial faults and lapses. Even where indiscipline stems from the faulty attitudes and behavior of subordinates, the responsibility lies

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[162] India, Working Group on Customer Service in Banks, "Final Report" (Bombay, 1977), p. 32.
[163] B. Ghosh, Personnel Management and Industrial Relations (Calcutta, World Press, 1983), p. 304.

with the manager because of his power of influencing, controlling or eliminating their unhealthy attitudes.

(VI) Absence of good supervisor also plays an important role. A supervisor, who is in the habit of criticizing and correcting the employees frequently, paves the way for indiscipline. .

(vii) Lack of trust and faith of on the employees by certain superior officers is another factor of indiscipline.

(VIII) In addition to these bad working conditions, error of judgment on the part of the management, rapidity and multiplicity of rules, discrimination based on caste, sex etc., improper coordination are the important causes of indiscipline in the banking organization.

Conduct Rules

In government service, except those who come under the purview of Industrial Employment (Standing Orders) Act, 1946, the rules and procedure for taking disciplinary action are same for all categories of employees. A difficult practice has, however, developed in the banks as still 1969 the bulk of the industry was in the private sector.

So far as disciplinary matters of workmen staff of bank are concerned, the provisions of the bipartite settlement, which had its origin in tribunal awards, govern them. At present, the banking industry appears to be averse to make any radical change in this regard apprehending opposition from the banks' unions.

Different provisions govern the disciplinary matters of the non-workmen staff of nationalized banks. Till nationalization there was no uniformity in the disciplinary rules of different banks. In some cases, the officers were governed by separate rules while, in other cases; the procedure applicable to workmen staff was broadly adhered to. However, after the nationalization, the officers were brought under the purview of Officers Employees' (Conduct) Regulations and Officer Employees' (Discipline and Appeal) Regulations, which were laid down in 1975-76.

There are two sets of rules applicable for two different categories of employees.
(i)   Clerical and subordinate staff; and
(ii)   Officers.
The violation of conduct rules attracts disciplinary action for two offences:
(i)   Minor misconduct; and
(ii)   Gross misconduct.

Minor Misconduct

General grounds, for disciplinary action against employees for minor misconduct are as follows:
(i)   Absence without leave or overstaying sanctioned leave without sufficient grounds;

(ii)   Unpunctual and irregular attendance;

(iii)   Negligence of work and negligence of performing duties;

(iv)   Breaching any rule of business of the bank or institution

(v)   Committing nuisance on the premises of the bank;

(vi)   Entering or leaving the premises of the bank except by an entrance provided for that purpose;

(vii)   Attempting to collect or colJecting money within the premises of the bank without the previous permission of the management or except as allowed by any rule or law for the time being in force;

(viii)   Holding or attempting to hold or attending any meeting on the premises of the bank without the previous permission of the management or except in accordance with the provision of any rule or law for the time being in force;

(ix)   Canvassing for union membership or collection of union dues or subscription within the premises of the bank without previous permission of the management except in accordance with the provision of any rule or law for the time being in force;

(x)   Failing to show proper consideration, courtesy and attention towards an officer, customer or other employees of the bank, unseeingly or unsatisfactory behavior while on duty;

(xi)   Marked disregard or ordinary requirements of decency and cleanliness   in person or dress; and

(xii)   Incurring debts to an extent consider the management as excessive.

Penalties for Minor Misconduct

The minor penalties prescribed for minor misconduct under bipartite settlement are:
(i)   Warning or censure,
(ii)   Or have an adverse remark entered against the delinquent employee,
(iii)   Or have his increment stopped for a period not longer than six months.

On the other hand, in the case of an officer employee, the minor penalties prescribed apart from (i) censures are (ii) withholding of increments of pay, (iii) withholding the promotion and recovery from pay the whole or part of any pecuniary loss caused to the bank by negligence of breach of orders.

Gross Misconduct

Grounds for disciplinary action against employees for major misconduct or gross misconduct are as follows:

(i)   Engaging in any trade or business outside the scope of his duty except with written permission of the bank;

(ii)   Unauthorized disclosure of information regarding the affairs of the bank or any of its customers or any person connected with the business of the bank, which is confidential, or the disclosure of which is likely to be prejudicial to the interest of the bank;

(iii) Drunkenness or riotous or disorderly or indecent behavior on the premises of the bank;

(iv) Willful insubordination or disobedience of any lawful and reasonable order of the management or of a superior;

(v) Willful damage or attempt to cause damage to the property of the bank or any of its customers;

(vi) Habitual doing of any act which amounts to minor misconduct;

(vii) Willful showing down in performance of work;

(viii) Gambling or betting on the premises of the bank;

(x) Speculation in stocks, shares, securities or any commodity whether on his account or that of any other persons;

(xi) Doing any act prejudicial to the interest of the bank, or gross negligence or negligence involving or likely to involve the bank in serious loss;

(xii) Giving or taking bribe or illegal gratification from a customer or an employee of the bank; and

(xiii) Abetment or instigation of any of the acts of omission mentioned above.

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Penalties for Gross Misconduct

Under the bipartite settlement an employee found guilty of gross misconduct apart from being

(i) Dismissed,

(ii) May be warned,

(iii) Or censured or

(iv) Have an adverse remark entered against him or

(v) Be fined or

(vi) Have his increments stopped or

(vii) Have his misconduct condoned and

(viii) Merely be discharged.

On the other band, the major penalties prescribed under the Officer Employees' Regulations are

(i) Reduction to a lower grade or post or

(ii) To a lower stage in a time scale,

(iii) Compulsory retirement,

(iv) Removal from service, and

(v) Dismissal.

Principles of Natural Justice

The principles of natural justice demand:

(i) No man shall be a judge in his own cause;

(ii) Disciplinary action should be based on justice and fair play;

(iii) No man should be condemned without trial; and

(iv) The punishment to be imposed should be commensurate with the gravity of the offence committed.

9 IN-SERVICE TRAINING

Ability is a pre-requisite to achievement, but unless this ability is built in, motivated, schooled and properly guided towards specific objectives, achievement will not be possible. Development of employees of the banking sector has, therefore, become an integral part of the overall banking policy. *The* fundamental issue today is the question of coping with the growing demands and challenging the further with added manpower, it is therefore necessary and desirable that all conceivable steps should be taken to build up the ability and effectiveness of the bank employees. Customer service of the banks is thus largely dependent on bank employees who are prepared through training to perform the tasks that the bank management demands. Hence, the power and influence of the training function has enhanced considerably in recent years. Today good training is viewed "as an investment in human resources". [164] It is one of the, most important and yet the least developed resource in the banking service.

Training is the process by which an individual is made fit to perform certain functions. The basic objective of training is to provide appropriate management and working knowledge and skills so as to boost employees' efficiency and effectiveness to the highest level. It is oriented to develop the state of mind of an employee that he may perform his duties efficiently and enthusiastically and exercises his authority properly. Training has been broadly defined as "purposeful development of human resources". [165] Training and development for the purpose of this study, is an integral part of the career development process, equipping the individual to increase his knowledge and develop the necessary skills.

Training In The Banking Sector

Before nationalization of 14 banks in 1969 in India, training was a dream to the common employee in the banking sector. Not that the opportunity of training was non-existent, but the purview and the horizon of training were so limited that training was regarded as a 'privilege' open to a preferred few. The only recourse for training in the banking industry was the Bankers' Training College at Bombay sponsored by the Reserve Bank of India in 1954, and a handful of training institutes owned and managed, generally, by a combination of two or several banks. Further, the approach for training as well as its methodology was left anchored far away from objectivity of purpose. Thus there was no coherent system of training in the banking sector. Following nationalization, training in the banking sector acquired a growing importance. It may be maintained that starting from a Dear scratch in 1969, the banking sector by now can claim the credibility of building up a colossal structure of training network.

As an obvious sequence, two factors signify the training element in the banking sector. First the new entrants are to be inducted and groomed in the culture and in the changing philosophy of banking. Second, a large and continuous supply of managerial

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[164] India, Administrative Reforms Commission, "Report on Personnel Administration" (New Delhi, 1969), p. 62

[165] Lynton K. Caldwell, "Improving the Public Service Through Training"(Washington, D, C., AID, 1962), p. v

staff has to be ensured in order to keep pace with the rapid geographical expansion of branch network. In banking, for many good reasons, the personnel in the line management has necessarily to be trained of its own, which means, that the lower echelons need to be groomed adequately and in time for subsequent placement in the next higher grades by way of promotions so that the vacuum is never felt. The task could be fulfilled only through strengthening of systematized machinery for development of human resources through training looks after the training activities and its development in the banks and has provided a forum for review of achievements and exchange of plans on training. [166]

It may be mentioned that a bank's staff training college so mentioned earlier is considered to form the nucleus of its training activities, and has come to be known as its apex body. The apex body is generally located proximate to the head office of the concerned bank for administrative reasons and has acquired every variety of modern equipment needs for training activities. The apex body concerns the training needs of executives and relatively more senior officers. The purview of its course programs are broad, but the major ones of the coverage are specialized functional areas as well as the management subjects including behavioral science and industrial relations, and organizational development. The faculty of the apex body consists of officers drawn from the line management as also specialists recruited directly from the open market.

Further under the direction and control of the apex body, every bank has developed a good number of regional training centers, which are also well equipped in terms of physical facilities and faculty. The ambit of the regional centers is restricted generally to training of junior level officers and the members of the clerical staff. Besides the induction programs for newly, recruited officers and clerks a center is primarily concerned with the job- related courses in functional areas. Besides the use of their own training colleges, banks are also making use of external training facilities. For example, officers and executives are sponsored to the national level bodies like the National Institutions of Bank Management, Bombay, and Bankers' Training College of the Reserve Bank of India at Bombay, the Administrative Staff College of India, Hyderabad College of Agricultural Banking, Pune, Management Development Institute, Delhi, and so on. If we look at, these developments, it is seen that within a brief spell of time, the banking industry has been able to make significant strides in building a potentially powerful personnel training structure to meet its demand's.

Training In Central Bank Of India

Central Bank of India has "two training Colleges and eleven training Centers. [167] These Training Colleges are:

1. *Sir Sorabji Pochkanawala Bankers Training College, Bombay:* This College located at Bombay is specifically for the training of officers..
2. *Central Banks Rural Development Institute, Dahanu (Maharashtra):* This institute is for training on matters relating to agricultural advances and allied activities. Among

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[166] The national-level committee, known as the Committee of Director for Formulation and Implementation of Training Programs in Public Sector Banks (set-up by the banking division in the Department of Economic' Affairs
[167] Central Bank of India Annual Report.' 1984

the eleven training centers, Central Bank Zonal Training Center is located at Chandigarh.

Training Institute at Chandigarh

Training imparted to staff of the Central Bank for Chandigarh Zone is discussed under three categories:
Subordinate Staff;
Clerical Staff; and
Officer Cadre.

Subordinate Staff

Training for the Subordinate Staff is given for a. period between three days and two weeks. Content of the training relates to.
(i) History of the *Bank*
(ii) On how to ensure better service to their superiors and customers;
(iii) The type of behavior expected of them;
(iv) Advise on how to maintain good record;
(v) Brief idea about deposit scheme; and
(vi) Routine performance of their job.

This type of induction training is given immediately after their appointment is confirmed and placement made. It is the personnel department, which is responsible for this training.

Clerical Staff

After the placement of the employees under this category they are imparted some training in order to familiarize them with their job and the work environment. They undergo training in various courses. Some of them are:

(j) *Induction Course-This* training is given to new entrants before they take up their job. This type of training aims at introducing them to the job, the organizational objectives and the work environment. This induction course takes four weeks. The content training for them relates to:

(i) Advances;
(ii) Routine functions of the bank; and
(iii) On basic Banking program.
The induction course is given to the staff after one year of service. There is also training for those clerical staff who have not yet put in up to 5 years of service. This lasts for only 2 weeks

(iii) *Refresher Course-This* training is given to senior clerks. This is after 5 years of continuous service. Here there is periodic refresher course to acquaint the employee with the latest techniques. This can be through seminars and series of lectures.

(iv) *Pre-Test Promotion Training-This* type of training is given to in-service employees who are seeking promotion. An employee has to go through pre-test promotion training before appearing for State Service promotion test. Unless this

is done an employee has to wait for seven years when he would receive promotion on the basis of seniority list. For All India Service Promotion, All India Service test is conducted. Before this test, pre-test training is imparted. This training is known as General Banking for officers. This is for their new advisory role and it covers a period of 3 weeks.

(iv) *Specialized Training-Three* day's programs are organized for Chief Cashier on statements, non-resident accounts, and some guarantees. Furthermore, the clerks who are promoted as Sub Accountants are immediately given training in order to familiarize them with the new role assigned to them and various challenges and responsibilities which are to be met by them. This course consolidates the required knowledge and disseminates new knowledge, as the Sub Accountants after 2 years service have again become officers.

(v) *Miscellaneous-In* addition specialized courses in foreign exchange and seminars on small-scale industry finance and agricultural finance are conducted for the benefit of the senior clerks.

Officer Cadre

After the placement as probationary officers, they undergo several courses, viz.,

(i)*Preliminary and Induction Course*

Officers who are recruited on probation are imparted training in understanding the organization, its role and knowledge about a few seats, which they are supposed to undertake in coming years. Administrative facilities, which are apparently supervision-oriented, have to be inculcated in the simulative training. This training takes 2 to 3 weeks and it is more of theoretical training.

(ii) *Intermediate Course for Probationary Officer s*

After the preliminary course, the Probationary Officers are sent to various departments for on-the-job training where they try to put into practice the concepts learnt in training colleges. After about one year, they are sent for an intermediate course where the knowledge acquired during on-the-job training gets consolidated.

(iii) *Trainee Officers*

The Trainee Officers are promoted from Clerical grade, and it is very essential to tell them about the new responsibilities which have fallen on their shoulders and qualities of, officers have to be inculcated in them. The course meets their immediate training needs.

(iv) *Senior Management Courses/Seminars*

The senior officers attend between 10 days and 2 weeks special courses on management and development. With the help of specialists in the field of education and psychology, they are familiarized with the latest trends in banking, trade unionism management and their appropriate role in handling the delicate situation. These courses help develop a new vision in the senior management and explain concepts of decentralization, delegation of authority, discipline, code of conduct, etc.

(v) *Specialized Field*

Such fields as financing of small-scale industries and agriculture, foreign exchange, advances, public relation, deposit mobilization etc., require special knowledge and

teaching. The Colleges at Bombay and Dahanu conduct special courses by inviting experienced officers and experts from outside agencies to deliver lectures on the above topics.

With the significant increase in the complexity magnitude of banking services especially in view of the tasks undertaken by the commercial banks for the socio-economic development, the need for training has been felt much greater. The Central Bank of India has chalked out a comprehensive program of training, covering all categories of employees. Unlike in the 70 and early 80's, the Central Bank today has modernized its system of training and there are special courses for each category of employees. This bank also sends some of its employees to the National Institute of Banking Management, which was established in 1969. Most importantly, it has been following the latest teaching techniques of training as group discussion, case study, panel discussion, dummy bank and quiz.

A Review Of Training Courses In Banks

A fresh look at the ambit of training courses as a whole is necessary. Training courses are overwhelmingly biased towards traditional functional areas. Perhaps, the coverage is far too less in the newer directions that are emerging. Also it is mainly the problem of attitude that really makes the industry far-flanked from the desired efficiency. If this were the truth, the training system requires overhauling in right perspectives. With the expansion of the banking industry, training designs must, obviously, be geared to take note of the newer directions. Banking now means doing brisk business. On the one hand, it is incumbent upon the banking business like merchant banking, underwriting, investment consultancy, tax planning government work and so on, besides its usual traditional domestic banking. On the other hand, the industry has been increasingly exposing itself to the most sophisticated types of international banking that were hitherto unknown to the Indian banking system. In the domestic banking itself, and in the area of lending in particular, the changes that are occurring are by no means insignificant.

As a prop to meet the emerging needs, computerized technology has already been adopted as a matter of policy notwithstanding the fact that issues centering round its employment remain vexed as yet. The employees at large, who would be the users of the new technology, have not so far developed the mind to accept it in good spirit. Changing this climate is, therefore, a difficult task ahead and must necessarily he achieved through a systematized process of induction and training.

What is more important, is the changed socio-economic conditions, which led to the generation of a newer order of aspirations, expectations and work-values, affecting working climate, directly or indirectly. Also all are in the know that it is mainly deterioration of behavior that really makes the banking service far from satisfactory.

Against the foregoing perspective, six major areas in the am bit of training may be identified as follows:

1. Orienting the new entrants in such a way as to enable them to get on with newer directions emerging into the banking industry.

2. Building skills of the existing work force in functional disciplines and systematically orienting them in management functions to enable them capable of assuming higher responsibilities.

3. Inculcating occupational skill and Knowledge to make them familiar' with the objectives of the banking sector.

4. Creating a spirit of participation and raising productivity through motivation and positive involvement.

5. Building organizational climate for bringing about necessary change in response to changes of conditions and making changes in systems, procedures and technologies acceptable to the workforce.

6. Imbibing a spirit of innovation and positive contribution towards the achievement of organizational goals.

It has been stressed that training should be by objectives. Such training should focus on how to make oneself visible in the organization and how to build one's own chief doms within the kingdoms of organizations. [168]

For training to be meaningful the training structure should do better if the major aim is directed towards orienting the managers and the supervisors. For, it is the effectiveness of this cluster of work force that counts a lot in terms of functional efficiency and the organization's goals. It is this layer of management, further that determines' the quality of performance belonging to the people down the line, to a very large extent. Stress obviously is on formation of strategy that lays stress on the on-the-job training. This would permit imbibitions of continuous reinforcements of the knowledge generated. Unfortunately, however, on-the-job training is virtually non-existent in the banking industry. And where it is in existence in morbid conditions, so to say, its linkage with the other sub-systems is rarely discerned.

To conclude, even today, training function continues to remain isolated from the other sub-systems, such as, recruitment, promotion and other career development programs in the organization. Linking the training function with the other systems is very important far effectiveness of training activities. Secondly it is found that the line management does not feel involved in the training function. Thirdly, effective use of training facilities and activities is a rare occasion. To get the impact, of training, it is imperative for the line management to be more objective in the utilization, of activities and facilities and to make an adequate follow-up.

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[168] Madhuri Sheth, "Training by, Objectives;' The Economic Times, March 25, 1986

10. PROMOTION

One of the major objectives of a good personnel system is to give meritorious and deserving personnel adequate incentives so that they contribute their very best. In the career service, promotion has an important bearing on the employee's self-development. It avoids the generation for frustration among those already in the service and discourages new recruitment. The system of promotion in the banking service is mainly departmental. In this arrangement the existing members of the banking service are able to get higher jobs of responsibility and higher salary. Since as many persons of the higher quality may be required, it will be necessary to incorporate in the arrangement an established and recognized mechanism for giving rapid promotion to the best candidates.

The term 'promotion' has been defined by L.D. White as an appointment from a given position to a position of higher grade, involving a change of duties to a more difficult type of work and greater responsibility, accompanied by change of title and usually with an increase in pay. Some of the advantages of the system of promotion are:
(i) It avoids the generation of frustration among those already in the service;
(ii) It helps retain the capable and industrious employees in the service;
(iii) It helps improve efficiency of the service; and
(iv) It raises the morale of the employees.

Promotion therefore is a major attraction of the bank jobs

Principles Of Promotion

In a public organization like banking, the number of higher and top posts is few. Consequently every person cannot assume these high positions in the organization. These positions have to be occupied by a few deserving and competent persons. There are in main three principles which guide promotion system:
    (i) Principle of Seniority;
    (ii) Principle of Merit;
    (iii) Principle of *Seniority-cum-Merit*.

Principle of Seniority
In the determination of promotion, the length of service is an important criterion. An employee who has put in more years of service will have more promotion opportunity than he who has put in less years. In fact, it is not always easy to determine this. For example, sometimes an employee in a higher position gets less pay than a Class III or an employee in a lower position. Where this is the case who among them should be termed as the senior? Again, if two persons join a service the same day and also have the same salary scale, who among them should be termed as senior?

Principle of Merit
In this principle merit is the basis of promotion. Here the best meritorious and the best qualified is promoted. Merit system is determined by-
Personal judgment of the head of department; and Promotion test or examination. In fact, it is very difficult to determine as to what constitutes merit.

Seniority-cum-Merit

In this case there is the combination of both seniority and merit. When a combination of merit and seniority is desirable, the part played by discretion in the matter of selection cannot be overlooked.

Promotion System in the Bank

In the Central Bank of India; promotion of the employees is not handled with un due levity. There are positive efforts to develop satisfactory procedure of promotion. Here an attempt is made to discuss the promotion system in of Central Bank of India under the three categories of staff namely:

1. Promotion from Subordinate Staff to Clerical Officer Cadre;
2. Promotion from Clerical to Officer (Scale 1) Cadre and
3. Promotion from Officer Scale I to Higher Scales.

Promotion from Subordinate Staff to Clerical Officer Cadre

(a) Eligibility

The subordinate staff should qualify the following criteria to get the promotion.

(i)   If any member of the subordinate staff while in bank service gets a bachelor's degree from a recognized university and "has also passed English as one of the subjects or its equivalent examination, shall straightway be promoted to clerical cadre in the first available vacancy.

(ii)   A member of subordinate staff who after joining the bank's service in subordinate cadre has passed matriculation higher secondary certificate in first division from a recognized Board set up for the purpose by the *Central/* State Government or is equivalent and has also passed in English and Arithmetic as subjects therein, shall be promoted straightway to the first available vacancy.

(iii)   A member of the subordinate staff Who passes matriculation examination in Bank's service and after, graduates from a recognized university but does not pass English as one, of the subjects either at matriculation or in subsequent examination shall be eligible to appear in the written test to be held throughout India at various centers for promotion to clerical cadre.

(iv)   A member of the subordinate staff who has completed 4 years of continuous service in bank from the date of probation and has passed matriculation/higher secondary examination from recognized board set-up for the purpose by Central/State Government or equivalent examination and has passed English and Arithmetic as subject therein, shall be eligible to appear in the written test for promotion to clerical cadre

(v)   A subordinate who has passed tbe7th standard and who has produced the necessary school certificate in support thereof to the satisfaction of the management and. also passed English and Arithmetic in the 7th standard will be eligible to appear in the written test, provided he has put in minimum of 7 years of continuous service in the bank.

(b) Written Test

Rules provide that those candidates: eligible to appear for promotion examination are required to appear in written test for which the question paper is set by the head office. The questions carry 100 per cent marks arid ""the- qualifying mark is 40 percent. They are supposed to answer the questions in English language.

(c) Interview

"A committee comprising of three senior officers of the bank" interviews thereafter-successful candidates. (5) The interview carries 25 marks and the qualifying marks are 10. It *is* provided that any candidate who fails in the interview shall have one more chance of interview without being required to appear for another written test. If the candidate fails again, he may reappear in the subsequent test. For the Scheduled Caste and Scheduled Tribe candidates the qualifying marks are 8 out of a total of 25 marks. The list of successful candidates is prepared on division basis and in order of aggregate marks obtained in the written test as well as interview.

(d) Posting and Promotion Period

Successful employees are then posted to any station including their previous station. No candidate or employee is generally posted to that particular office from where he got the promotion. An employee promoted to clerical cadre is kept in probation for a period of 6 months and is confirmed by a written order of the management, provided his work; conduct and attendance have been found satisfactory during the probation period. This period may further be extended to 3 moths, if his attendance, work and conduct are not found satisfactory by the management of the bank.

Promotion from Clerical to Officer (Scale 1) Cadre

Promotion from clerical to officer cadre in Junior Management (Scale I) is done in two categories, (6) namely (i) State Service of the Bank; and (ii) All India Service of the Bank.

(i) State Service of the Bank

All vacancies in the officer cadre in Junior Management Grade (Scale I) in operation side, i.e., Account, Cash and Administrative Department other than posts in specialized categories under All India Service excluding the vacancies of posts in charge of cash are filled up in the following proportions
(a) 55 per cent under State Service promotion;
(b) 25 per cent under All India Service promotion (other than special categories); and
(c) 20 per cent by way of direct recruitment (including all specialists).

Promotion/Appointment to officer cadre in Junior Management (Scale I) is done strictly as per the requirements of the bank. The approximate requirement of officers in Junior Management Grade (Scale 1) in any particular year is estimated before the end of February each year and communicated to All-India Central Bank Employees Federation at its central office. However, failure on the part of the management to

announce the said anticipated vacancies will neither invalidate the promotions of candidate nor affect any eligible candidate's right of promotion, if otherwise eligible.

Procedure for Promotion for State Service of the Bank

For determining the promotions in the State Service, the bank's offices in India are" grouped into selection areas.

(a) Preparation and Display of Seniority List

Before the end of February every year the management announces the anticipated vacancies in the State Service likely to fall in the Selection Area. These vacancies are notified to every office *in* the Selection Area and a copy of such notice endorsed to the All India Central Bank Employees Federation at its central office. Copies of such notice are also given to the respective regional recognized union(s). Failure on the part of the management of any bank (Zone) to give this notice will not affect the employees' right of promotion if he is eligible:

Seniority list once displayed does not undergo any other change until the next seniority list is displayed. If the name of any eligible candidate is inadvertently 'omitted' in such seniority list, the candidate's name is deemed to have been included from the due date of the seniority list and in order of his seniority, a notice to that effect is given by the management. . On the, other hand, if the name of a candidate who is not eligible is included, such names would be deemed to have been deleted from such seniority list. If any candidate acquires academic qualification(s), which entitles him to national weightage, his name is included only in the next seniority list as and when due for display.

(b) Weightage for Academic Qualifications

For avenues of promotion weightage far academic qualifications is given which is as, follows:
(i). One year for passing Part I of the- Associate Examination of India Institute of Bankers;
(ii) Two years for passing Part II of the Associate Examination of India Institute of Bankers
(iii) Two years for the first Bachelor's degree from any recognized, university or the National- Diploma of Commerce as approved in terms of Bipartite Settlement; and
(iv) Such notational weightage shall not exceed 5 years in the aggregate. (9)

(c) Written Test

Written test is given to the candidates who are called for promotion test under the State Service category strictly in order of the prepared seniority list. The percentage of candidates to be given test is 25 per cent mare than the actual vacancies to be filled up. It is only when there are vacancies to be filled up that this test is held. Date, time and place of examination are made known to the qualified candidates. If any eligible candidate is on leave or otherwise, the order is communicated to him or her in

registered mail and a cap thereof displayed an the bank's notice-board. The promotion test far State Service is conducted by a Committee of 3 senior officers comprising of the Zonal Manager of the concerned area (in the absence of the Zonal Manager, an officer in the rank of Division Manager from outside the Selection Area) and Chief Internal Auditor Faculty leader.

Each candidate is given a test, which carries 100 marks. A candidate is declared successful in the promotion test if he secures up to 40 per cent marks. Where a question is partly answered, appropriate marks are given far such answers. "The answer-books are evaluated immediately after the test in the presence of all the candidates. The result is communicated to the candidates within 7 days.

11. PERFORMANCE EVAUATION INBANKING INDUSTRY

Performance Evaluation of banks has evoked considerable interest since nationalization of banks in July 1969. Banking industry has seen multifarious and speedy development in recent past. The past couple of decade has witnessed it breaking new grounds. Nationalization of fourteen major banks in 1969 and six banks in 1980 changed basic nature and objectives of the industry. It has no more kept itself restricted to accepting deposits and making loans based on principles of economic and financial viability of proposals. Since nationalization, the resources of banking industry are being utilized to meet socio-economic policy objectives also. In view of the changed situation the funds available with the profit centers have become meager and costly. Thus, the banks have been confronted with new challenges; and the realization that the qualitative and quantitative dimensions of the new tasks have assumed unmanageable proportions, and, that they could not be met with existing ways and methods.

Therefore, to manage this rapid change and growth, the banks organizational structure is being gradually modified, envisaging greater decentralization and wider delegation of powers to the operating personnel. The scheme also covers the adoption of a new action-oriented management system in which the core-function is to be 'corporate planning' and correction to make things happen according to plan. It may be recalled that an important aspect of MBO is corporate planning the management's corporate objectives and philosophy are to be accomplished through" micro-level planning" at the branch level, viz., through budgeting. The performance budgeting as a management tool for planning and control assumes greater significance in this context.

Thus, the normal method of evaluation of branch performance is to see to what extent the actual performance in key areas varies from the estimates given in the budget, so that the necessary corrective action could be triggered.
Criteria of evaluation of performance vary from one unit of organization to another, viz., it differs from branch to areas or divisions or zonal/regional office to the head office. Mainly evaluation has to be entered round the goals and objectives of the unit. Broadly, in banking, the key areas of performance are as follows:

- Deposits;
- Advances;
- Advances to Priority Sectors;
- Advances to preferred and public sectors;
- Foreign exchange;
- Cost and Expenditure;
- Profitability; and
- Customer services.

Their are certain other variables which also assume significance for the banking industry to evaluate the branch *level* performance, viz., recovery, profitability,

documentation, accounts keeping, inspection report, submission of returns in time, etc. The criteria of branch performance when related to the performance plan of the branch may thus reflect the performance of the branch in terms of:

(a) Business development, i.e., growth in the amount of deposits, advances and profits.
(b) Development of different types of clients from different market segments, i.e., increase in the number of accounts.
(c) Strategies of business development.
(d) Utilization of the potentialities of staff.
(e) Work organization, i.e. improvement in customer service, maintenance of books and general maintenance of the branch, systems of work, coordination of work and the internal administration of the branch.
(f) Training within the branch.
(g) Expenditure of the branch.
(h) Problems of the branch, i.e., staff problems, administrative problems, and customers' complaints.

Parameters to evaluate the performance of a Branch Manager:

(i) Maximization of profits or minimization of losses.
(ii) Least staff problems.
(iii) Little overtime payment.
(iv) Good internal housekeeping endorsed by good audit and inspection reports.
(v) Prompt submission of control forms for all advances sanctioned and expenditure incurred.
(vi) Achieving/ exceeding business budgets settled at the branch.
(vii) Recovery and follow-up of advances sanctioned at the branch.
(viii) Good customer service reflected in very few complaints.

All the above variables have to be considered for banking industry in order to obtain the overall picture of the particular branch as well as the banking industry as a whole. It appears to be in the fitness of things here to quote a former Governor of R.B.I " while on the subject of performance evaluation, I am tempted to offer a few remarks on credit budgeting and credit planning. While the performance evaluation.. is somewhat internal to a bank's functioning ,the performance evaluation in terms of resources mobilization and credit deployment is basic to an evaluation of the banking system particularly in the light of the role we expect it to play."

Generally, the performance budget acts as a norm to evaluate the performance of the branch, but it provides scope for evaluating inter-branch efficiency and performance in key sectors.

12. VRS IN BANKS

The Banking Division, of Govt. of India, conveyed its assent to IBA recently for circulation among PSBs *for* adoption, a uniform VRS *for* the banking sector giving PSBs a seven month time frame to attempt *an* optimal reduction of their excess staff. Before offering VRS, banks are required to undertake a complete manpower planning exercise. The **salient features** are:

Eligibility

All permanent employees with 15 years of service or 40 years of age except the following employees will not be eligible *for* this scheme:

A   Specialists officers/employees, who have executed service bonds & have not completed it, employees/officers serving abroad under special arrangements/ bonds, will not be eligible *for* VRS. The Directors may however waive this, subject to fulfillment of the bond & other requirements.

B   Employees against whom Disciplinary Proceedings are contemplate depending or are under suspension.

C   Employees appointed on contract basis.

D   Any other category of employees as may be specified by the Board.

Amount of Ex-gratia

60 days salary (pay plus stagnation increments plus special allowance plus dearness relief) *for* each completed year of service or the salary *for* the number of months service is left, whichever is less.

Other Benefits

Gratuity as per Gratuity Act/Service Gratuity, as the case maybe. Pensions (including commuted value of pension)/ bank's contribution towards PF, as the case may be. Leave encashment as per rules.

Other features

A   It will be the prerogative of the bank's management either to accept a request *for* VRS or to reject the same depending upon the requirement of the bank.

B   Care will have to be taken to ensure that highly skilled and qualified workers and staff are not given the option.

C   There will be no recruitment against vacancies arising due to VRS.

D   Before introducing VRS, banks must complete their manpower planning and identify the number of officers/ employees who can be considered under the scheme.

E   Sanction of VRS and any new recruitment should only be in accordance with the manpower plan.

Funding of the Scheme

a)   Coinciding with their financial position arid cash flow, banks may decide payment partly in cash and partly in bonds or in installments, but minimum 50% of the cash instantly and remaining 50% after a stipulated period.

b) Funding of the scheme will be made by the banks themselves either *from* their own funds or by taking loans *from* other banks/financial institutions or any other source.

Periodicity
The scheme last was kept open up to 31.3.2001

Sabbatical
An employee/officer who may not be interested to take voluntary retirement immediately can avail the facility of sabbatical *for* five years, which can be further extended by another term of five years. After the period of sabbatical is over he may re-join the bank on the same post and at the same stage of pay where he was at the time of taking sabbatical. The period of sabbatical will not be considered *for* increments or qualifying service *for* person, leave, etc.

It is very lucrative for the middle-run officers. "The present VRS is indeed a golden handshake for the bank staff," says a director of Bank of Maharashtra. "The VRS optees are getting 60 days compensation as against 45 days earlier, and the facility to encash 240 days paid leave."

Bogged down by sinking profits and non-performing assets, public sector banks have decided to face the music or be left out. Soon nearly 90,000 of 9,00,000 employees in the public sector banks will be relieved. The VRS in its present form originated when the Government of India, after a wage revision, urged bankers to undertake manpower planning. Accordingly, Indian Banks Association, the apex body of public sector banks, devised the VRS scheme, which won the finance ministry's approval. Banking industry insiders say that the idea of a 10 per cent reduction came from a report by the Federation of Indian Chambers of Commerce and Industry, which said that the banking industry was overstaffed by 35 %. The government's own estimate put the figure at around 30 %.

The unions are livid. "It is an out and out retrenchment scheme," says R.C. Agarwal, of the All-India Central Bank Officers Union. "They could have developed business by expanding into sectors like insurance which relies heavily on the expertise of the banking industry." His bank is yet to introduce VRS, but will do so soon. "Our bank had approached the government and warned that only efficient people will leave by way of VRS," he said. Agarwal believes that the VRS is a step towards the allied system of banking which existed before nationalization. It will take away most of the staff from more than 22,000 rural branches of public sector banks. "They will have to be merged or closed down in favor of a satellite branch which will operate just once a week", says G.M. Bhakey, president of the State Bank of India Officers Association. If these fears come true, rural India may be the biggest victim of VRS. "Our industry did not oppose the entry of private bankers because we knew they will not be able to reach out to the rural markets, says Bhakey. "Even after privatization not more than 10 per cent of the Indian population can afford to open accounts in private banks."

Suresh Dhopeshwarkar, president of the All India Bank Employees Association, believes that staff strength was never a problem. "The main problem is non-recovery

of NPAs, which runs into Rs 58,000 crore plus interest thereon," he says. "If this is recovered, banks will get ample money to recapitulate. But the present government does not have the political will to touch big corporate houses."

The banking industry estimated that the eastern zone would have the most number of VRS optees, because life out there was difficult. But strangely enough, only 5 per cent of the applicants belong to the eastern zone. The largest number of VRS optees belongs to the most economically developed western zone. "It is because opportunities outside the banking sector are more in the western zone," says a union activist.

A Nagpur-based manager of Punjab National Bank, in his early 50s, walked away with nearly Rs 20 lakh and is now applying to private firms. "Talk about having the cake and eating it too," says an insider. Take the case of N. Pratap, 47, an assistant manager in one of the public sector banks, opting for VRS. "I studied law while working in the bank. When the VRS gave me a good package, I went for it," he says. Pratap has received Rs 9 lakh in VRS compensation and is entitled to pension too. "I have invested 50 per cent of amount in tax-free UTI bonds," he says. Pratap now has two options. "My first choice will be to work as a legal professional in some firm. If not, I will start my own practice."

Those who opted for the pension scheme for their retirement benefits benefited most from the scheme. "Apart from all the VRS benefits, they will be entitled to pension as well. So they have a continuous source of income even if they don't work," said a director of Bank of Maharashtra. According to rough estimates, 48 per cent employees from 27 public sector banks have opted for the pension scheme and are entitled to pension as soon as they are relieved from service.

Banks have the liberty to pay the VRS package amount either in lump sum or bonds (a maximum of 50 per cent amount can be retained in bonds and deposits). Many banks including State Bank of India, Oriental Bank of Commerce, Union Bank, Bank of Baroda and Andhra Bank have opted to make payments in cash. The total burden of the VRS on the banking industry is about Rs 8,000 crore, and union activists like Agarwal feel that it will adversely affect the profitability and capital adequacy of the banks.

Of the 35,000 applications received, more than 18,000 were from officers. Subsequently, the bank decided that only those officers who were 55 or above would be relieved. For clerical staff and sub staff there would be no such bar. "Apart from the lure of money, bad working conditions also contributed to this deluge," says Bhakey. "They are transferred anywhere, are held accountable in case of problems in rural areas and don't get residential accommodation."R.C. Agarwal of the Central Bank Officers Association agrees, "No work is the biggest punishment. Our society looks upon VRS as stigma; they feel that something must be wrong with the person. Moreover money is never retained, your social contacts ensure that it is spent," stated Agarwal.

So what will be the role of trade unions even as banks become lean and mean? "It will be much the same. To ensure that people are not harassed and that there is no

whimsical closing down of branches," says Agarwal. In fact the United Federation of Bank Unions has decided to oppose the whimsical closure of branches in the post-VRS scenario. "The management will have to discuss the post VRS merger of branches with the unions first," says P Jayaraman, the general secretary of the State Bank's union. "It is true that more than 90,000 employees will be relieved, but what about the remaining 8.1 lakh?" asks a union activist. The unions will still have to fight for them.

Close on the heels of public sector banks implementing Voluntary Retirement Scheme, public sector giant, SAIL has launched VRS. SAIL aims to cut down its personnel by 60,000 over the next three years. The scheme was launched on February 20 and will be on till April 16. A spokesperson of SAIL said the scheme was based on the Department of Public Enterprise's VRS that exists in Gujarat and the compensation package offered to optees comprised 35 days' salary for every completed year of service and 25 days' salary for the balance of service left until superannuating. They are entitled to wage revision benefits as per wage settlements as well.

It is for the third time that VRS is being launched in SAIL. The first was in 1998, when around 6,000 people opted out. This number rose to 13,000 in the 1999. VRS and the management is expecting a greater response this year as the norms have been relaxed. Under the 1999 scheme it was necessary for a SAIL employee to complete either 15 years of service or 40 years of age. This time the eligibility criterion comes down to a minimum of 10 years' service.

There is hardly any union of bank employees, which supports the VRS. In fact, the United Forum of Bank Unions, which comprises the four largest bank officers' unions and five workers' unions, had vowed to oppose VRS and privatization. Will the trim workforce in public sector banks spell a slow but sure doom for trade unions? Union activists disagree. "The number will reduce, but our other activities as a union will continue. VRS will have no effect on them," says V. Jayaraman, general secretary of the State Bank officers union. Of the 7,500 members in his union 1,100 have opted for VRS. He believes that a decrease in number may be a blessing in disguise as "we will be more alert about the welfare of the existing members."

But a former deputy-managing director of a leading nationalized bank foresees weak unions. "The competition has already reduced the militancy of bank unions. They will not be able to dictate terms now," he says. Almost every union concedes desertion in their ranks. "We have had senior union members who have quit under VRS, in spite of the fact that our union is opposed to the scheme," says G.B. Bhakey, president of state bank's officers union. R.C. Agarwal admits that in his union too union members have applied for VRS so does one of the senior leaders of the All India Bank Employees Association.

To counter all this, AIBEA has decided to step up its campaign against privatization. "The question of weak trade unions does not arise. Their form of struggle will vary depending on the issues. For instance if the management decides on closure of a particular branch, we may have to invite our customers to participate in our agitations," says Dhopeshwarkar, AIBEA president.

13. TECHNOLOGY UPGRADATION

PSBs, particularly the weak banks are losing ground and share of business to the technologically well-equipped new private sector and foreign banks. The technology initiative in the weak banks has been identified as the necessary starting point for the restructuring process. This should facilitate bank-wide risk management, asset-liability management and profitability analysis and should improve customer service. This can be undertaken in three stages with 1st stage targeting to cover over 70% of present business, which would need linking of 200-300 largest branches of each of these banks.

Banking Through Technology

A combination of computers and communication technologies is at present enabling international banks and financial institutions to expand their reach and offer technology-based products to a wide spectrum of clientele, which was unthinkable in olden days.

Banks being essentially the processors of information in large quantities use the information technology (IT) to achieve the (a) ability to handle larger volumes of business with the desired level of efficiency (b) maximizing profitability of operations (c) exercising a strict vigil on costs.

International banks have achieved the above objectives while Indian banks have started entering recently in the areas such as (a) collection, storage and processing of information in administrative offices (b) toning up book-keeping efficiency at branches by computerizing back office operations (c) full branch computerization (d) setting up automated teller machines (ATMs). New private sector banks adopted the IT in a big way in order to capture corporate business. They use IT as a tool for designing and marketing aggressively a wide variety of retail banking products to capture the business of well-to-do customers in urban/metro centers. The customers in these centers expect faster remittance facilities, automated teller machines and anywhere banking facilities, telephone banking, home banking, credit card facility, personal loans including for car, houses, consumption purpose, cash management for corporate etc. The banks have started meeting these requirements of the customers.

Role of Information Technology

Faster remittance services: Electronic Funds Transfer (EFT) has accelerated the movement of funds across the globe. E-Cash or Cyber-Cash plays a predominant role in world commerce. Such electronic funds movements amounting to a few trillion dollars are settled on a daily basis at major international financial centers. Society for Worldwide Inter-bank Financial Telecommunication (SWIFT) is a classic example of EFT among banks with its own standards for messages, which ensures speed, reliability, security and accuracy. If large banks in India create such infrastructure for their branches in India, this will lead to more efficient use of funds and contribute to excellence in customer service in remittance and collection.

Anywhere banking and ATMs empower the customer to operate his account at any of the branches of a bank at one city and with the help of inter-city communication linkage, it can be used across different cities. ATMs have made it more convenient for the customer to transact business from nearest ATM. The commencement of Shared Payment Network System by IBA in Mumbai is a step in this direction. Further, a smart card provides in built intelligence enabling the storage of a umber of other details concerning the customers' account including available balances.

TeleBanking has started attracting the fancy of urban customers for convenience of facility (which takes care of transport bottlenecks, traffic jams, non-availability of time to visit bank branches etc.). Any branch of a commercial bank, which has computerized operations, can offer this facility with the help of suitable software for this purpose. Digitization of voice has enabled the introduction of this technological marvel. Facilities offered through telephone banking include a range of services such as balance enquiries, enquiries about collections or specific credits/debits, transfer of funds, request for statements of account or account opening forms etc. Banks are also offering services such as account opening, ordering for demand drafts.

Home banking is an extended version of Tele-Banking whereby the customer is able to access his branch account from his home for availing a variety of services which is made available through the customer's personal computer attached to a telephone line and modem. On line banking facilities including normal transactions can be handled through this arrangement. Corporate clients can benefit considerably by having a remote PC terminal for this purpose in the corporate office itself and can handle their documentary credit related transactions. The application software for such facility should incorporate suitable security features such as encryption to protect the transmission of sensitive data over telephone lines.

Cash management: Some banks including 5BI, Corporation Bank introduced cash management products (CMP) for corporate to improve the quality of their services. CMP technology involves pooling up the collection details of cheques deposited by the corporate at upcountry centers to a central place and offering credit in their account either on the same day or next day. The details of cheques deposited are relayed from upcountry branches either through dial-up lines or through leased lines or through Very Small Aperture Terminal (VSATs). Versatile CMP application software is used at a central place in the bank for consolidating the details of cheques. The arrangement is gaining popularity as it provides the much needed value addition in the range of services offered to corporate customers.

Internet banking: The importance of Internet as a medium for commercial transactions has increased due to widespread popularity and cost effectiveness. Banks have taken note of this and have launched their banking sites on the Internet - World Wide Web (WWW). The main attraction of Internet is the cost effectiveness, besides 24-hour availability and ability to market services in any part of the globe at a fraction of cost compared to traditional marketing channel.

Though there are enormous benefits from IT but rate of success depends on the suitability of technology selected, availability of well trained in-house manpower, proper succession planning of staff, planned implementation strategy supported by

adequate marketing thrust, networking of branches with a view to move progressively towards a central database etc.

In a networked environment involving telecommunication lines, the computer security issues assume a more critical dimension and a well-defined computer security and audit plan can ensure the long-term success of IT plans of banks.

Banking Online

The banks are conspicuous by their near absence in cyberspace except for HDFC, ICICI and Citibank. E- Banking allows to access the bank account on line from any part of the world. The customer can check his balance in the account, obtain statement of acco.unt, request for a demand draft, 8 banker's cheque or cheque book, transfer funds between his own accounts and to 3rd party account, stop payment of cheque, pay telephone, electricity, shopping and other such bills. The transactions are instantaneous.

To be a customer under eBanking, one has to have an account with the bank. The accounting opening forms are available on line. The customer will be required to mail a zerox copy of certain documents such as pass port, voter's ID card, driving licence, a PAN card etc. Bank representatives may also visit the customer to satisfy with credentials of the customers.

Developments in India

International banks have achieved certain objectives by using information technology in a big way while Indian banks have started entering recently in the areas such as (a) collection, storage and processing of information in administrative offices (b) toning up book-keeping efficiency at branches by computerizing back office operations (c) full branch computerization (d) setting up automated teller machines (ATMs).

Banks in advanced countries are planning to have global electronic banking and for Indian banks also this is the time to plan electronic banking or eBanking. They need to have integrated systems to take care of all the front *office* and back office operations. In the new millennium, we are likely to see the leading banks launching new customer-focused facilities such as Internet Banking and eCommerce. SBI is reported to be planning to go in for information technology strategy in a big way by linking a network of 500 major branches across the country, which would take care of almost 90% of its business. ICICI Bank has already more than 10000 regular Internet accounts of which more than 50% are NRIs. ICICI on the other hand, in association with Sat yam Infoway, envisages setting up cyber cafes in which ICICI Bank would implant 500 ATM and cash dispensing counters by December 2000. UTI Bank has tied up with Comsat Max to create a communications network for its customers to have VSAT terminals at strategic locations, which will help in. ATM services, internal management information system. Other new private banks like Global Trust Bank and HDFC Bank have taken certain steps in the recent past in the direction of providing banking service through Internet. Foreign banks such as Citibank or HSBC have also put in place certain systems, for internet banking.

Chapter Six

PROFILE OF BANKS IN JHANSI

1. **Introduction To Jhansi**

2. **Role Of RBI in Jhansi**

3. **Working Norms Of Banking Industry In Jhansi**

4. **Bank Profile**

PROFILE OF BANKS IN JHANSI

INTRODUCTION TO JHANSI

About four centuiries ago Jhansi was known by the name of Balwant Nagar. ThThe king of Orcha Jhansi is a district in Bundelkhand Region, which is a backward area. The growth rate of economic development is very slow. The history of un-organized and organized sector existed in the same way as it has expressed for other parts of the country or it will be better to say, that the history of dominance of un-organized sector in this region is rather longer. The rural people did not have any substitute financial agency; they used to fulfill their financial demand through moneylenders. The objective of loan was not always productive but often, they demanded for un-productive purposes. The un-productive credit did not beget return; consequently the moneylenders took them into their grip. It raised the problem of indebtedness and in other sense the extension of un-organized sector.

Therefore the function of organized sector was nominal. But as soon as the government paid its attention towards its development the commercial banks, industrial development corporation and other financial agencies were established. Consequently some cottage and small-scale industries came into the existence. All these industries have been financed by organized agencies. The agriculture sector is also financed by these financial agencies. Therefore it is expected that in the near future un-organized sectors will completely disappear.

ROLE OF RBI IN JHANSI

The Reserve Bank of India Does not involve directly in the function of rural region but sends directions and advises for the development of the area. Commercial banks and Regional Rural banks have much saying for rural working and its development. In Bundelkhand region commercial banks and specially "lead bank" are functioning with greater intensity. The facilities are provided by the Reserve Bank of India are distributed well in the region. The department for "Rural planning and credit" issues the progress report for the economic and rural development program of government. The "Agriculture Banking college Pune" also provides training to Banking officers, which again is the body established by the Reserve Bank of India. Therefore the Reserve Bank of India does not function directly for the rural development. Hence no rural program for the Bundelkhand Region too, but indirectly, this is the body

responsible for the whole economic development program, specifically for rural region but the guideline of the Reserve Bank of India should be strictly followed in rural banking and in the under develop regions of Bundelkhand. The directions of the Reserve Bank of India should be expedited strictly which will give credit to banking of the region, its role should be appreciated in developing the Bundelkhand region through banking functions and development, it will purely be the guideline for other regions.

WORKING NORMS OF BANKING INDUSTRY IN JHANSI

Banking system and its norms are applicable uniformly allover the country hence the norms under the employees work are the same in Jhansi as in the other parts of the country. The objectives, the working conditions, Union Management welfare relations, workers' policy, management and its power etc. are the same as it is found in the other regions of the nation. However the government takes special consideration for backward regions. Bundelkhand is also included under the backward area there fore a sympathetic attitude is observed for the people of this region. The policy of rural banks in rural its branch expansion areas, program, loans, advances to the unemployed and self employment small, cottage and home Industry program, and others are the functions for which the rural banks in Bundelkhand area are opened. In Jhansi the main problem is lack of capital, which made the people of Bundelkhand vulnerable. The illiteracy and the vicious circle of poverty pronounced here. The economic facilities are like transport, communication, education facilities, housing, electricity development, Industries for new innovation and new techniques, and also lack of opportunities for their economic upliftment are absent.

BANK PROFILE OF JHANSI

There are eighteen commercial banks in Jhansi. The list of banks is as follows:

1. Punjab National Bank
2. State Bank Of India
3. Central Bank Of India
4. Allahabad Bank
5. Oriental Bank Of Commerce
6. Bank Of Baroda
7. United Bank Of India
8. Urban Cooperative Bank
9. Punjab And Sindh

10. Indian Overseas Bank
11. Canara Bank
12. Bank Of India
13. State Bank Of Indore
14. Union Bank
15. Vijaya Bank
16. Dena Bank
17. Syndicate Bank
18. Rani Laxmi Bai Cooperative Bank

Punjab National Bank

Punjab National Bank is the lead bank of Jhansi district. It has three employees; one in managerial grade one in clerical grade and one subordinate .It also has its regional office in Jhansi. The regional office was established in the year 1988. The total number of employees in this office is twenty-nine. One in executive grades five in managerial grade thirteen in supervisory grade six in clerical grade and four subordinates. Apart from these two it has seven branches and two action counters in Jhansi. In the seven branches total number of employees is one hundred twenty. Nineteen in executive / managerial grade, nineteen in supervisory grade, sixty-one in clerical grade and twenty-one subordinates.

The lead bank scheme came in 1975 to uplift the priority sectors and to stop the private bankers from giving loans to only capitalists or profit sectors. There is only one lead bank in a district. The bank, which has maximum number of units/branches, becomes the Lead Bank. The nature of job of lead bank is planning, execution and implementation of district credit plan for district, including Punjab National Bank and all other banks in Jhansi. Execution and implementation of plan is through district coordinators state government and district administration.

Punjab National Bank has its head office in New Delhi, zonal office in Agra and regional office in Jhansi. The nature of job of regional office is controlling, supervision and administration of all Punjab National Bank units/ branches. There are five departments in the office planning and development, selection and HRD (human resource development), credit department, inspection and control department and protested advances division. The function of planning and development department is to increase and look after the banking growth to allocate and plan profit to issue targets for loan, selection and HRD (human resource development) department provides training to the employees. It is the function of this department to arrange and decide whom and when to send the

employees for seminars and to decide how many are to be recruited under different categories. The training centers of Punjab National Bank are at Dehradun, Delhi and Lucknow. The function of credit department is to decide the targets and loans to be disbursed by the different units. , Inspection and control department carries out inspection from time to time and maintain control over the other branches. Protested advances division looks after the matter of loans.

Oriental Bank Of Commerce

Oriental Bank Of Commerce was established in 1993 in Jhansi. It has ten employees, one in managerial grade, and three in supervisory grade three clerical grade and three in subordinate grade. The nature of job is operational.

Indian Overseas Bank

Indian Overseas Bank was established in 1976 in Jhansi. Apart from one branch it also has one extension coumter. The nature of job of both branch and extension counter are operatinal. It has twenty-one employees, one in managerial grade, and four in supervisory grade eleven in clerical grade and five in subordinate grade. They have one lady staff too in clerical. The nature of job is operational. It's headquarter is at Chennai and Regional office is at Lucknow

Dena Bank

Dena Bank was established in 1999 in Jhansi. It has five employees, one in managerial grade, and one in supervisory grade two in clerical grade and one in subordinate grade. The nature of job is operational, it's headquarter is at Bombay and Zonal office is at Lucknow.

Union Bank of India

There are two branches and one extension counter of Union Bank of India in Jhansi. Extension counter is in Nagar Nigam and one branch is in Sadar Bazar and second is in Civil Lines. the first branch at Civil Lines was established in 1972 and the second branch was established in 1983.The total number of employees in both branches are 33, two in managerial grade ,four in officers grade ,nineteen in clerical grade and seven in subordinates grade.It's head office and zonal office are at Mumbai .the nature of job of both branches is operational. The major operaional areas of this bank are to provide services to customers and to provide financial loans as per requirements of the customers. It also deals in retail marketing such as vehicle loan education loan, tailors loan doctors loan, house loans and etc. this was the first bank to start retail bank marketing. The

bank provides loan on the basis of the balance sheet and in case the balance sheet is not present or available it can extend loaning on the basis of the sale records. The most important drawback of this bank is that it is not fully computerised and it is understaffed and if any problem occurs in the available computer system there is no staff to repair it . first reporting to the regional cell is made and then staff will come to attend the problem .In banks it was reported that managers are appraisedon the basis of the target while officers are appraised on the basis of job performance ,job knowledge, quick decisions ,integrity in doubtfulness and doubtless and customer relations.The major task of the bank is house keeping . there are concerned officers which work along with the managers.in this bank VRS count not practised due to lack of sufficient staff. The working hours were not O.K. ,they are too tiring.

Central Bank Of India

The Central Bank of India has six branches and ine extension counter . The Various branches are locates in Sipri, Sadar, City and in other areas of the city of Jhansi. The extension counter is situated at B.I.E.T (Bundelkhand Institute Of Engineering And Technololy) . The Central Bank Of India has celebrated about it's golden Jublee .The Sipri Branch has celebrated it's Forty Seventh year. Total no. of employees in this branch are fifteen. One in managerial grade three in officer grade , seven in clerical grade and four in subordinate grade The head office of Central Bank Of India is in Mumbai, The zonal office in in Lucknow and the regional office is in Jhansi. All local branches are fully computerized. The Central Bank Of India issues credit card by the name of Central card. This branch is operational in nature. Central Bank Of India also issues plastic money , lends financial loans for industry and all other purposes . It also has facility of Home Saving Bank Accounts. Central Bank Of India has equal spread of branches all over the country.

Canara Bank

Canara Bank has only one branch and one extension counter . The Canara Bank is located in Civil Lines and was established in the year 1979 and it's extension counter is located at Railway Colony and was established in August 2003 . The total number of employees in this branch are nineteen. One in managerial grade , four in officer grade , eight in clerical grade and six in subordinate grade . The Canara Bank has it's head office at Bangalore , regional office at Lucknow and zonal office at Agra . This ia operational unit . The Canara Bank is fully computerised . Canara Bank also deals with retail marketing such as housing loan , personal loan , industrial loan and etc. Canara Bank also issues and accepts credit cards at national and international level . tHey accept only national level credit cards but issue both national and international level . The branch manager

responded that till now they hav'nt issued and accepted international level credit cards. The only drawback of ths Canara Bank which was reported by it's branch manager was that controlling office of this bank is too far as a result this branch feels isolated. It was this Canara Bank in which researcher observed and noticed satisfaction in branch manager bercause he had sufficient powers to operate the branch.

Vijaya Bank

There is only branch of this bank in Jhansi . This branch is located at Kaccheri. The Vijaya Bank in Jhansi was established in March 1993 . The total number of employees in this branch are Eleven. One in manager grade , two in officer grade , six in clerical grade and two in subordinate grade . The Vijaya Bank has it's head office at Bangalore , regional office at Lucknow and zonal office at Delhi. This ia operational unit . The Vijaya Bank is fully computerised . They also deals in retail marketing and extends all types of loans to all categories of the society . They extend loans on the basis of turnover if the balance sheet is not available . The special feaure Vijaya Bank is marriage loan known as Kanyadan loan. They also issueand make payment on and for credit cards at both national and international level . the main drawback of the Vijaya Bank which was reported by it's members was understaffing . Due to understaffing they have to work for long hours which are too tiring . Another drawback was that computer training has been provided to them on the job , while actually in practice first they should be provided proper training regarding the latest Technology and then they should be made to work .

State bank of India

The State Bank of India, which is the biggest commercial Bank, is a class by itself. Prior to the inauguration of the Reserve Bank of India in 1935, it performed certain central banking functions. There are about thirteen branches in Jhansi and twenty branches in Jhansi District. The total number of employees in State bank of India in Jhansi are nearly about three hundred fifty. The branches are located in all parts of Jhansi city , but only one branch (Station Branch)is fully computerized and this branch also has the ATM facility . The State Bank of India performs all the Commercial banking functions, which the Imperial Bank of India performed before, viz., receiving deposits, advancing and lending, making investments, and so on. Besides, it also acts as the agent of the Reserve Bank of India at all places in India where it has a branch and where the Reserve Bank of India has no branch. Apart from these normal functions which the State Bank of India has inherited from the Imperial Bank of India, it has been required to playa special role in rural credit, namely, promoting banking habit in the rural areas and catering to their credit needs.

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Chapter Seven

FINDINGS AND ANALYSIS

1. Graphic representation of findings in general

2. Graphic representation of findings on the basis of the

categories

3. Analysis of the findings

GRAPHIC REPRESENTATION OF FINDINGS IN GENERAL.

1.   How are the decisions taken in the organization?
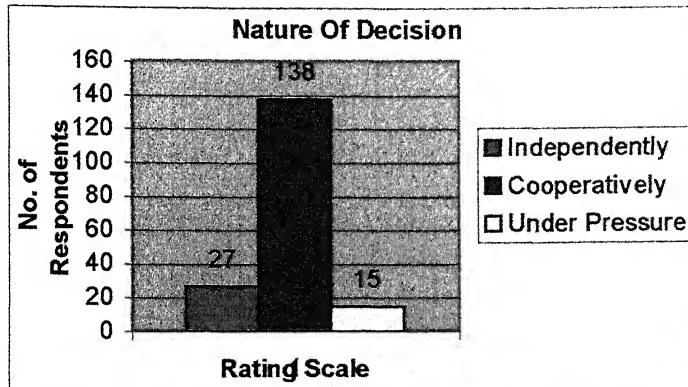
Out of 180 bank employees of the categories - manager, officer and clerk–27 responded that decisions are taken independently, 138 responded that decisions are taken cooperatively and 15 responded that decisions are taken under pressure.

2.   How is the performance appraisal of subordinates done?
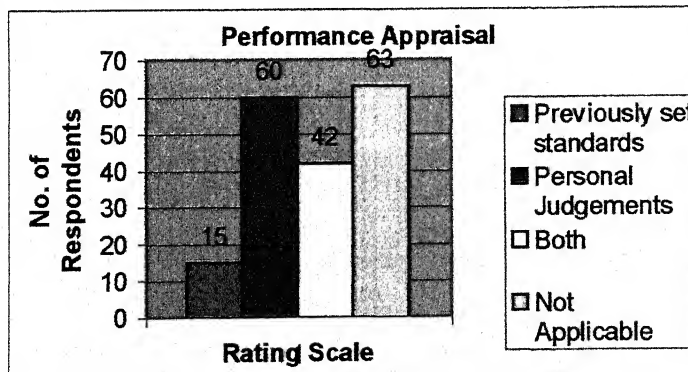
Out of 180 bank employees of the categories - manager, officer and clerk–15 responded that performance appraisal is done on previously set standards, 60 responded that performance appraisal is done on personal Judgments, 42 responded that performance appraisal is done by both. To 63 employees this question was not applicable.

3. **Data filled in the confidential report maximally focuses on-**

Confidential Report Focus on
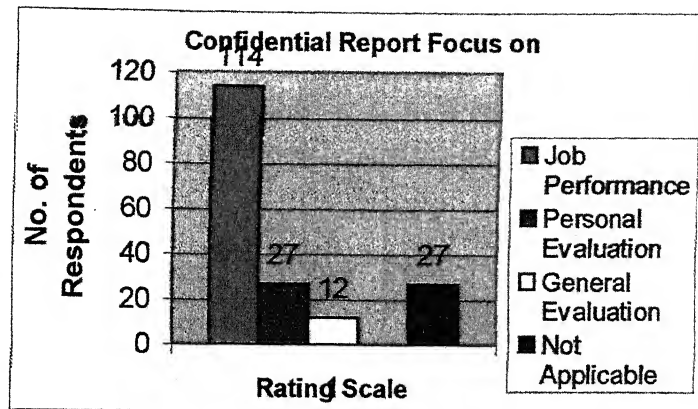
Out of 180 bank employees of the categories - manager, officer and clerk–114 responded that C.R focuses on job performance, 27 responded that C.R. focuses on personal evaluation, 12 responded that C.R. focuses on general evaluation. To 27 employees this question was not applicable.

4. **Is the delegation of authority and responsibility is practiced?**

Delegation of Authority And Responsibility
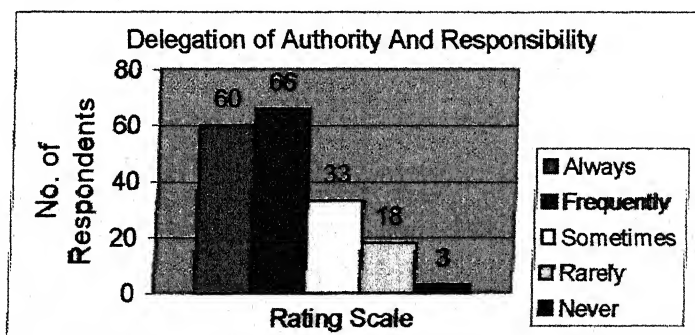
Out of the total sample–60 responded that delegation of authority and responsibility is always practiced, 66 responded that it is frequently practiced, 33 responded that it is practiced sometimes, 18 responded that it is rarely practiced and 3 responded that it is never practiced.

5. Do the organization uses recognition system to formally and informally highlight achievements of teammates?

Recognition System to highlight achievements
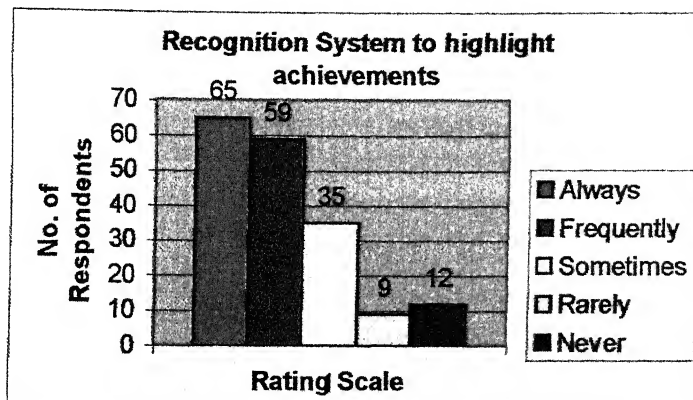
Out of the total sample -65 responded that it is always used, 59 responded that it is frequently always used, 35 responded that it is used, 9 responded that it is rarely used and 12 responded that it is never used to highlight the achievements of teammates.

6. Are the small accomplishments & victories of employees are recognized in time and in meaningful manner (fair and consistent)?

Recognition Of small accomplishments & victories in time and in meaningful manner
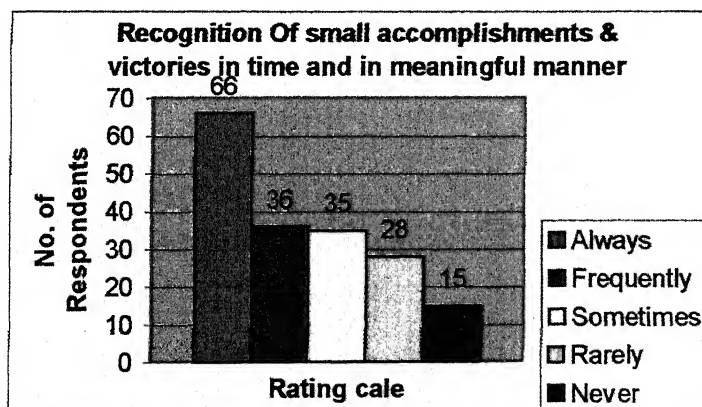
Out of the total sample–66 responded that they are always recognized, 36 responded that they are frequently recognized, 35 responded that they are sometimes recognized, 28 responded that they are rarely recognized, 15 respondents were of the opinion that they are never recognized in time and in meaningful manner.

7. **Does organization encourage mutual support, sharing of information, ideas and resources between managers and other employees at times when any individual is over burdened with work?**

Eencouragement of mutual support, information, ideas and resources
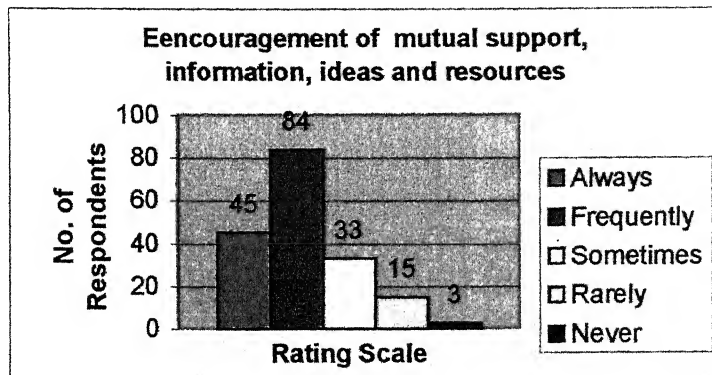
Out of the total sample–45 responded that it always encourages, 84 responded that it frequently encourages, 33 responded that it sometimes encourages, 15 responded that it rarely encourages, 3 responded that it never encourages mutual support, sharing of information, ideas and resources.

8. **Does organization practices any measures/style / techniques/methods to maintain good relations with employees?**

Practice of any measures /technique to maintain good relations
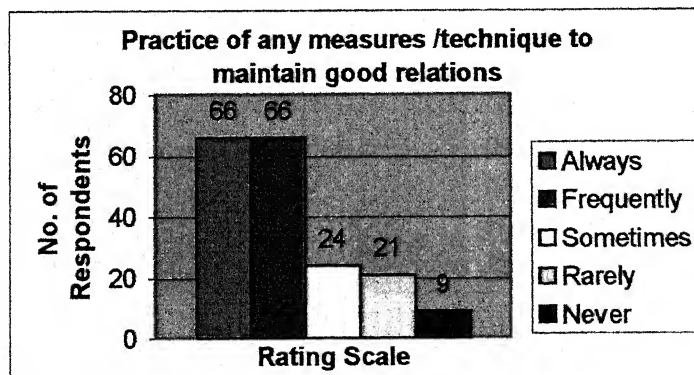
Out of the total sample –66 responded that it always practices, 66 responded that it frequently practices, 24 responded that it sometimes practices, 21 responded that it rarely practices, 9 responded that it never practices any measures to maintain good relations with employees.

9. **Does organization offers career, training and development opportunities to employees as motivators?**

Career, training and development opportunities
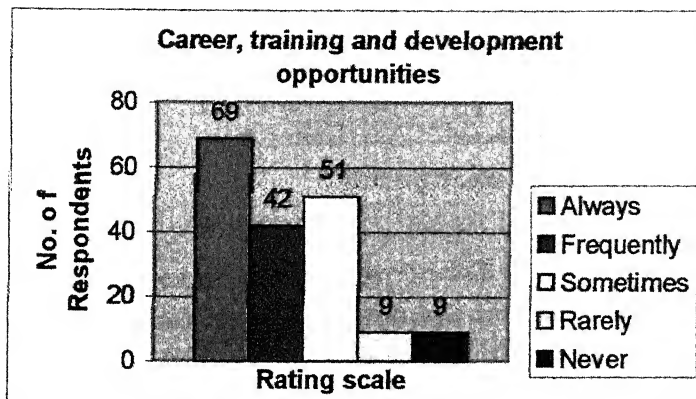
Out of the total sample –69 responded that it always offers, 42 responded that it frequently offers, 51 responded that it sometimes offers, 9 responded that it rarely offers, 9 responded that it never offers career training and development opportunities to employees as motivators.

10. **Does organization encourages open communication and routine contact between you and your superiors/ subordinates?**

Open communication and routine contact
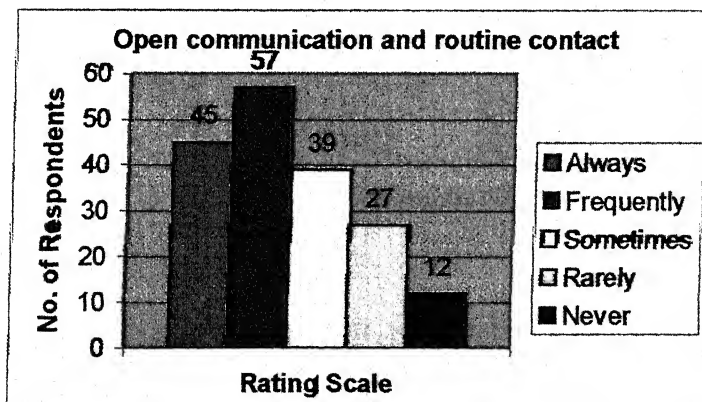
Out of the total sample –45 responded that it always encourages, 57 responded that it frequently encourages, 39 responded that it sometimes encourages, 27 responded that it rarely encourages, 12 responded that it never encourages open communication and routine contact between employees.

11. Do you feel involved with the job assigned to you?

Involvement with the job assigned
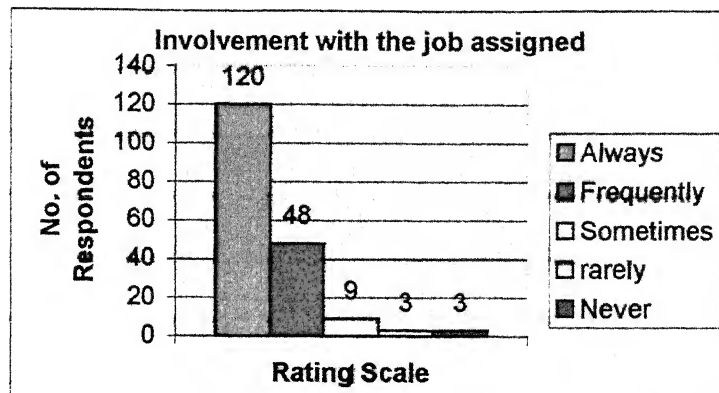
Out of the total sample –120 responded that they always feel, 48 responded that they frequently feel, 9 responded that they sometimes feel, 3 responded that they rarely feel, 3 responded that they never feel involved with the job assigned to them.

12. **Are you involved in decision-making process with in the jurisdiction *of* your authority by superior/ Organization?**

Involvement in Decision-Making Process
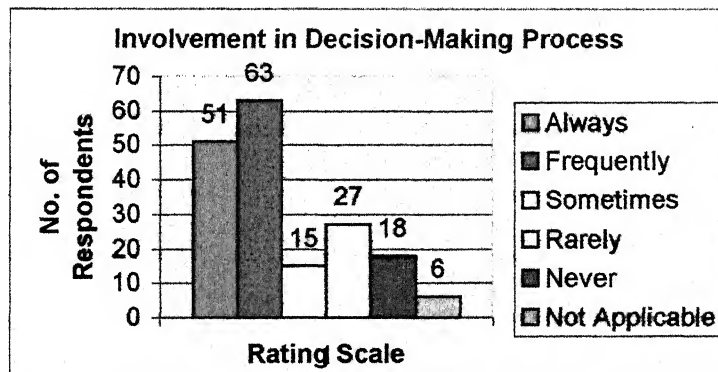
Out of the total sample –51 responded that they are always involved, 63 responded that they are frequently involved, 15 responded that they are sometimes involved, 27 responded that they are rarely involved, 18 responded that they are never involved in decision-making process with in the jurisdiction of their authority by superior/ Organization. To 6 employees this question was not applicable.
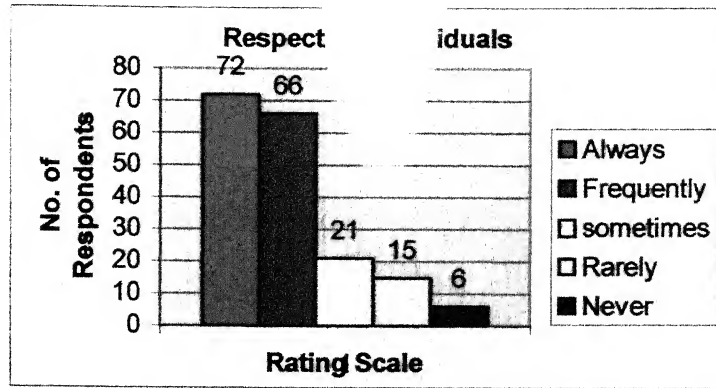
Out of the total sample –72 responded that organization always has, 66 responded that organization frequently has, 21 responded that organization sometimes has, 15 responded that organization rarely has, 6 responded that organization never has respect for individuals.

14. Does organization promote innovation?
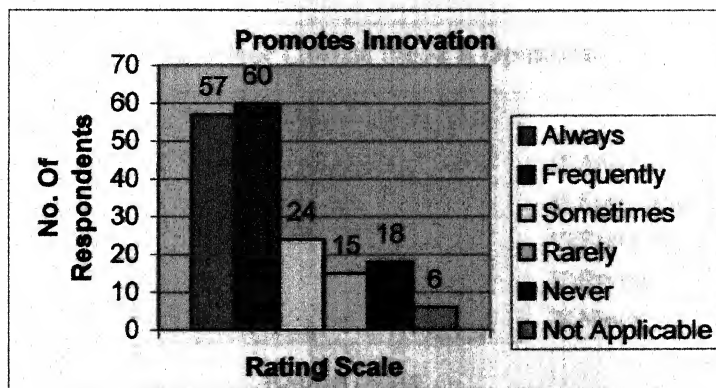
Out of the total sample–57 responded that it always promote, 60 responded that it frequently promote, 24 responded that it sometimes promote, 15 responded that it rarely promote, 18 responded that it never promote innovation. To 6 employees this question was not applicable.

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Does organization promotes quality and safe work place?
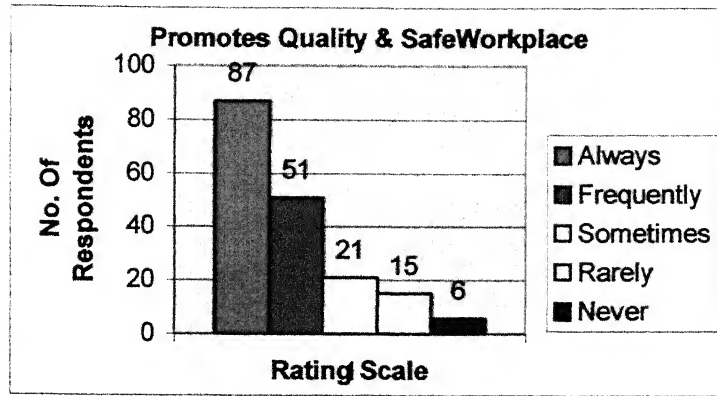
Out of the total sample–87 responded that it always promotes, 51 responded that it frequently promotes, 21 responded that it sometimes promotes, 15 responded that it rarely promotes, 6 responded that it never promotes quality and safe work place.

16. **Do supervisors listen carefully to teammate's ideas and suggestions?**
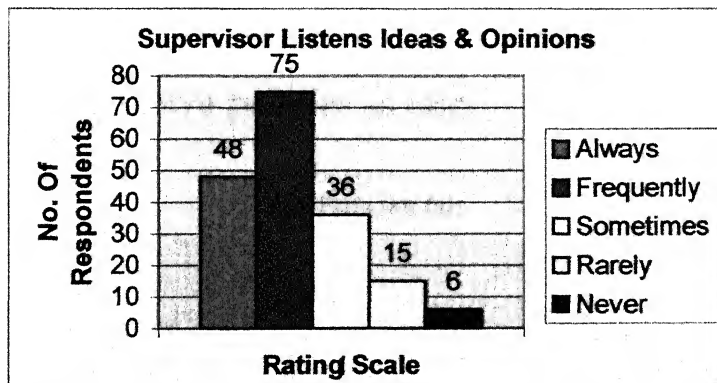
Out of the total sample–48 responded that they always listen, 75 responded that they frequently listen, 36 responded that they sometimes listen, 15 responded that they rarely listen, 6 responded that they never listen to teammate's ideas, views, opinions and suggestions.

17. **Organization reward individuals for their loyalty and performance by providing them opportunities for education and promoting them from within and helping them in their personal growth.**
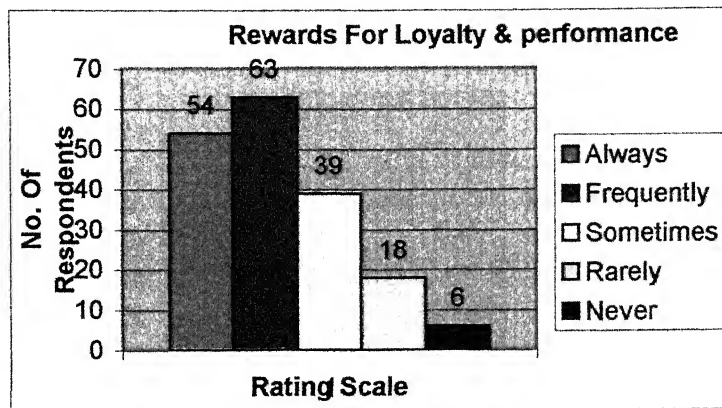
Out of the total sample–54 responded that it always reward, 63 responded that it frequently reward, 39 responded that it sometimes reward, 18 responded that it rarely reward, 6 responded that it never reward individuals for their loyalty and performance by providing them opportunities for education and promoting them from within and helping them in their personal growth.

18. **Do you perceive policies as fair?**
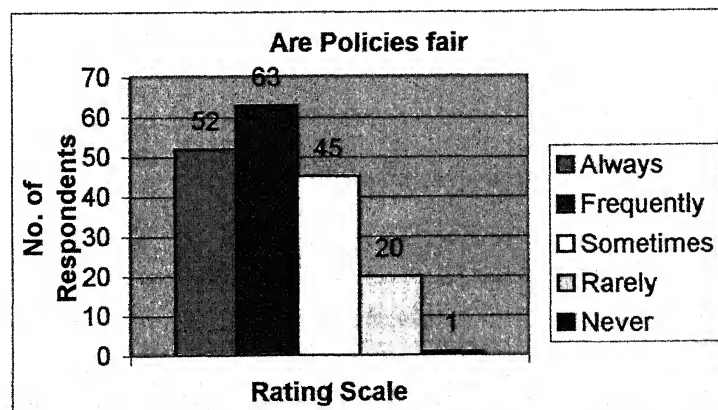
Out of the total sample–52 responded that they always, 63 responded that they frequently, 46 responded that they sometimes, 20 responded that they rarely and 1 responded that he never perceive policies as fair.

19. **Are all persons in the organization required to follow the policies (formally and informally)?**

Everyone to follow the policies
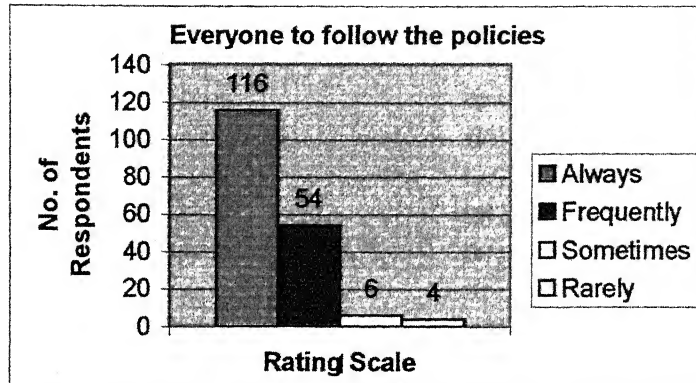
Out of the total sample–116 responded that all are always required, 54 responded that all are frequently required, 6 responded that all are sometimes required and 4 responded that all are rarely required to follow the policies.

20. **All teammates show understanding, patience, and respect for the dignity and worth of everyone.**

Understanding, patience, and respect for the dignity and worth of everyone.
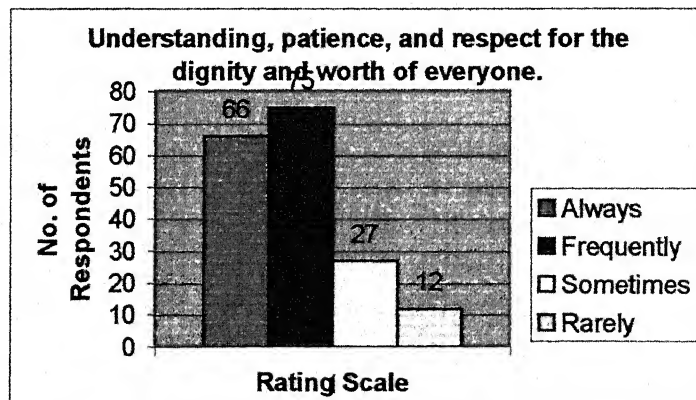
Out of the total sample–66 responded that all teammates always, 76 responded that all teammates frequently, 27 responded that all teammates sometimes and 12 responded that all teammates rarely show understanding, patience, and respect for the dignity and worth of everyone.

21.   Do employees trust their supervisors?

Trust the supervisors
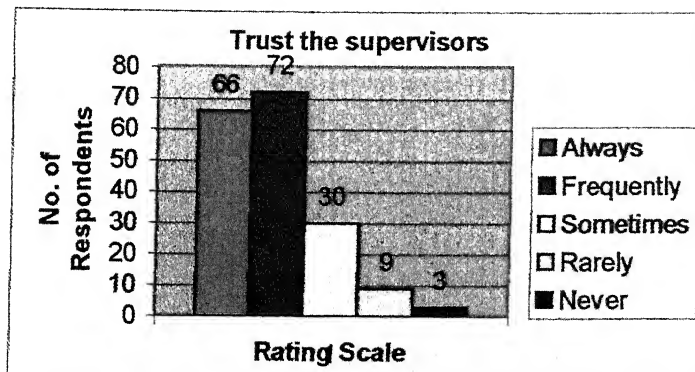
Out of the total sample–66 responded that they always, 72 responded that they frequently, 30 responded that they sometimes, 9 responded that they rarely, 3 responded that they never trust their supervisors.

22.   Does the organization have a consistent, timely and fair method for evaluating individual performance?

Consistent, timely and fair method for evaluating individual performance
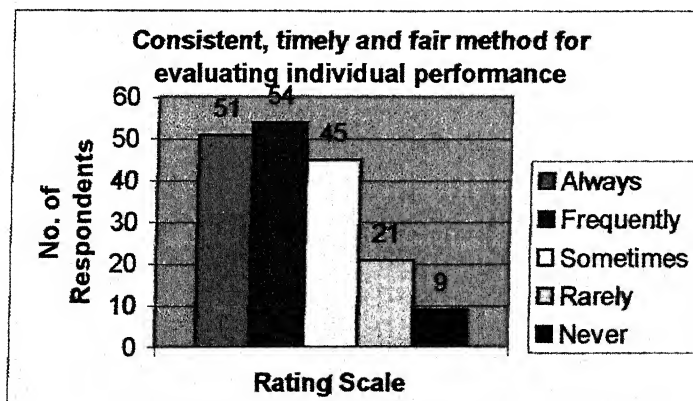
Out of the total sample–51 responded that it always have, 54 responded that it frequently have, 45 responded that it sometimes have, 24 responded that it rarely have and 9 responded that it never have a consistent, timely and fair method for evaluating individual performance.

23. **Do you have any fringe benefits at your disposal that you can offer to the subordinate to avoid dissatisfaction amongst them?**
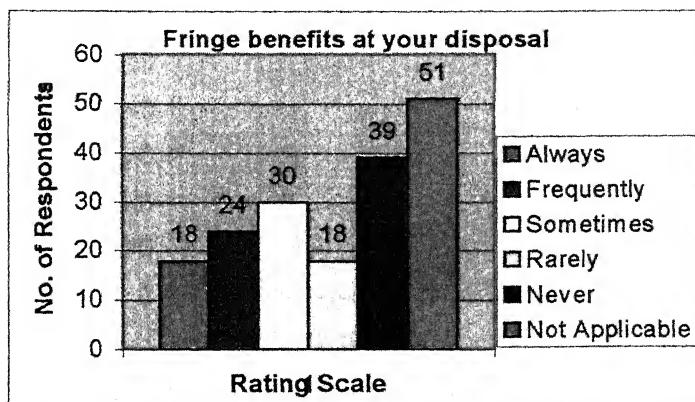
Out of the total sample–18 responded that they always have, 24 responded that they frequently have, 30 responded that they sometimes have, 18 responded that they rarely have, 39 responded that they never have any fringe benefits at their disposal. To 51 employees this question was not applicable.

24. **Do you have discretion regarding the promotion of your subordinates?**
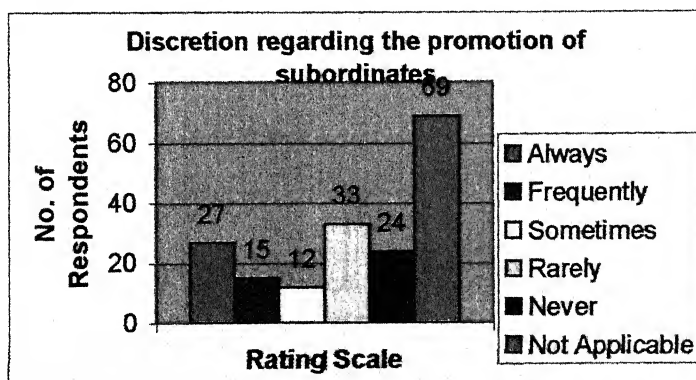
Out of the total sample–27 responded always, 15 responded frequently, 12 responded sometimes, 33 responded rarely, 24 responded that they never have discretion regarding the promotion of their subordinates. To 69 employees this question was not applicable.

25. Are deliberate structures or roles are designed and maintained for the people to work efficiently towards accomplishment of its goals.
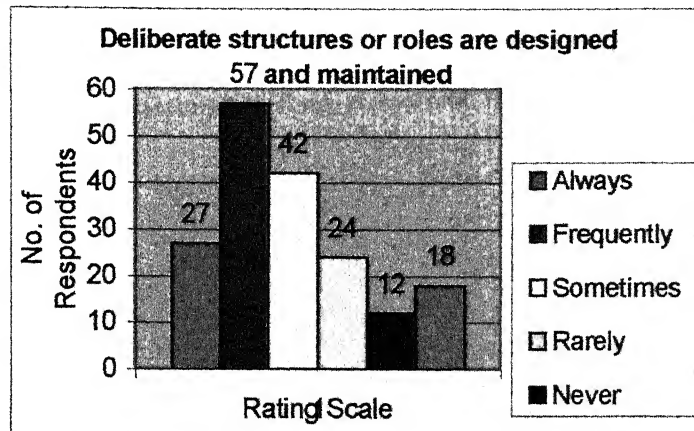
Out of the total sample–27 responded always, 57 responded frequently, 42 responded sometimes, 24 responded rarely, 12 responded that deliberate structures or roles are never designed and maintained .To 18 employees this question was not applicable.

26. Are the training courses carried out to facilitate employees to cope up with changing socio-economic condition leading to generation of new order of aspirations, expectations and work values, affecting working climate?
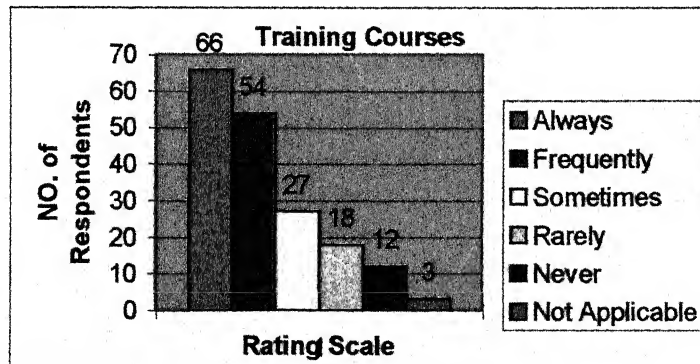
Out of the total sample–66 responded that they always have, 54 responded that they frequently have, 27 responded that they sometimes have, 10 responded that they rarely have, 12 responded that the training courses never help to cope up with changing socio-economic condition leading to generation of new order of aspirations, expectations and work values, affecting working climate. To 3 employees this question was not applicable.

27. Are the training functions linked with the other system for effectiveness, as the line mgt. *is* not involved in the training functions?

Training functions linked with the other system

No. of Respondents

- Always
- Frequently
- Sometimes
- Rarely
- Never
- Not Applicable

Values shown: 27, 60, 39, 27, 18, 9

Rating Scale
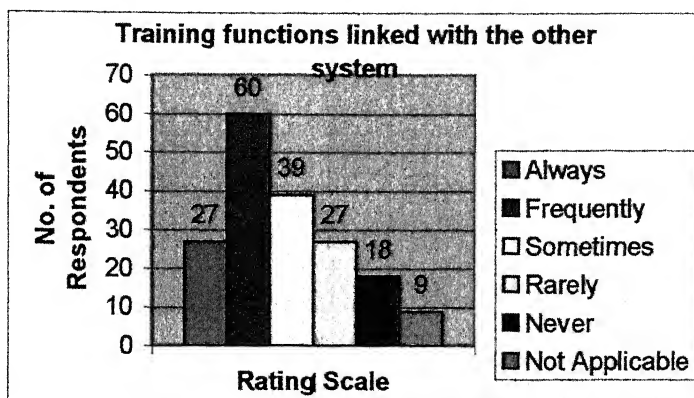
Out of the total sample–27 responded that they always have, 60 responded that they frequently have, 39 responded that they sometimes have, 27 responded that they rarely have, 18 responded that training functions are never linked with the other system for effectiveness. To 9 employees this question was not applicable.

28. Does organization look for ways to streamline processes and make them more efficient?

Streamlining of Processes

No. of Respondents

- Always
- Frequently
- Sometimes
- Rarely
- Never

Values shown: 75, 72, 18, 6, 3, 6

Rating Scale
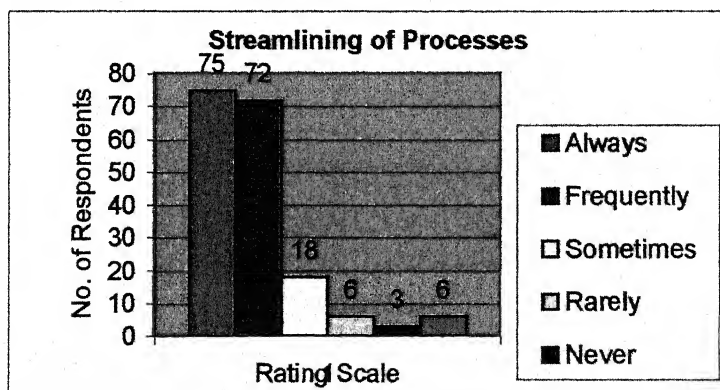
Out of the total sample–75 responded always, 72 responded frequently, 18 responded sometimes, 6 responded rarely, 3 responded that organization never look for ways to streamline processes. To 6 employees this question was not applicable.

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29. Do the individuals have clear, achievable goals and standards for their positions?
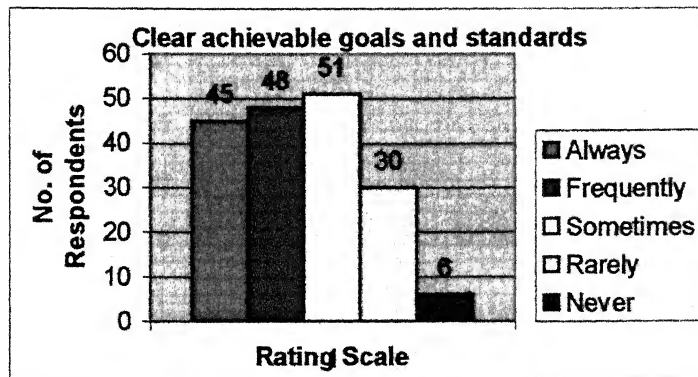
Out of the total sample–45 responded always, 48 responded frequently, 51 responded sometimes, 30 responded rarely, 6 responded that individuals do not have clear, achievable goals and standards for their positions.

30. A friendly atmosphere is important in motivating the employees in an organization?
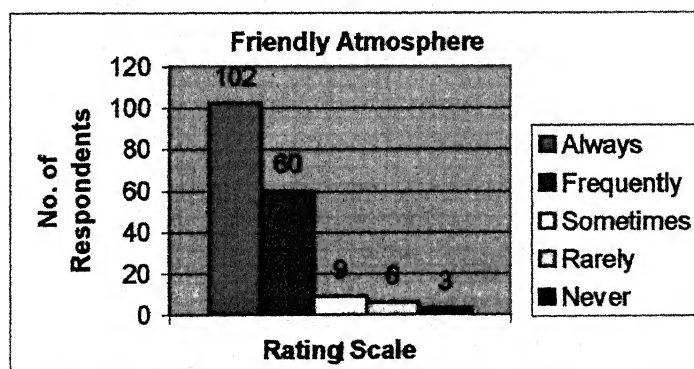
Out of the total sample–102 responded always, 60 responded frequently, 9 responded sometimes, 6 responded rarely, 3 responded that friendly atmosphere is never important in motivating the employees.

31. **Does the organization make any efforts to inculcate a sense of belongingness amongst employees towards the organization?**
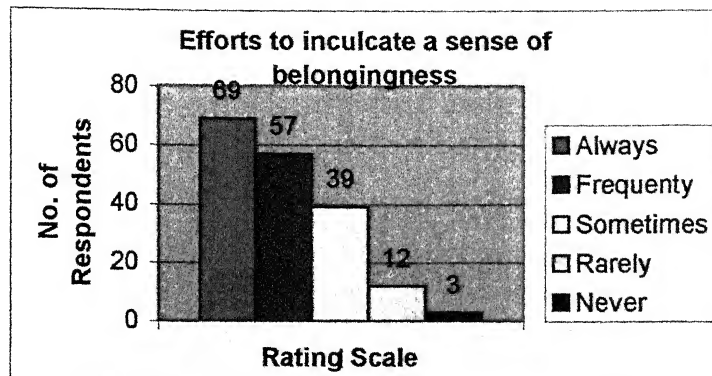
Out of the total sample–69 responded always, 57 responded frequently, 39 responded sometimes, 12 responded rarely, 3 responded that organization never make any efforts to inculcate a sense of belongingness amongst employees.

32. **Does the equipment (computers) you are provided with, function properly.**
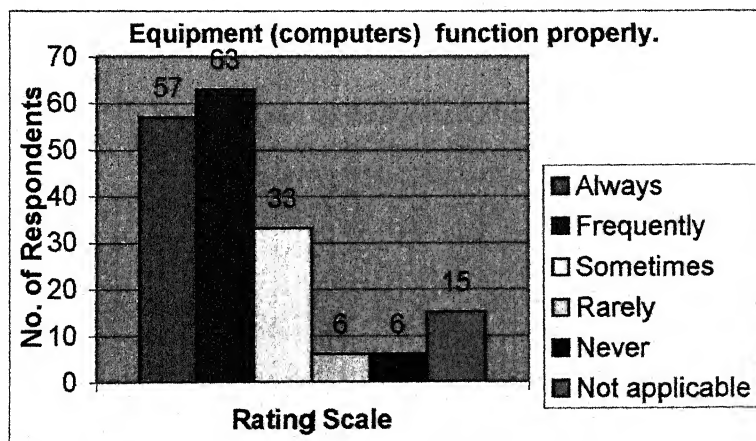
Out of the total sample–57 responded always, 63 responded frequently, 33 responded sometimes, 6 responded rarely, 6 responded that the equipment (computers) they are provided with never function properly. To 15 employees this question was not applicable.

33. Do individuals have opportunities to socialize with one another during the workday?
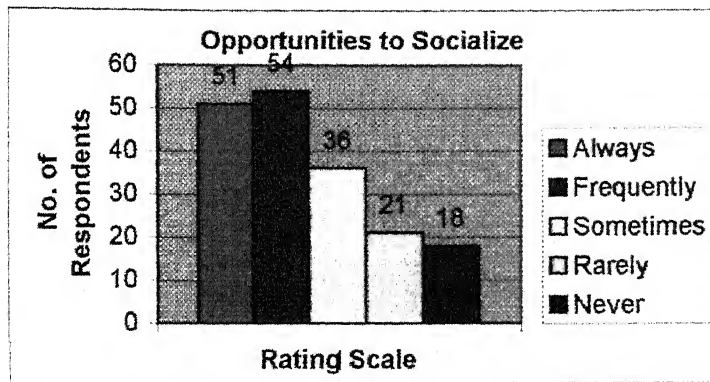
Out of the total sample–51 responded always, 54responded frequently, 36 responded sometimes, 21 responded rarely, 18 responded that individuals never have opportunities to socialize with one another.

34. For promotions CR are to be fined by superiors. Are the bases of judgments known to employees?
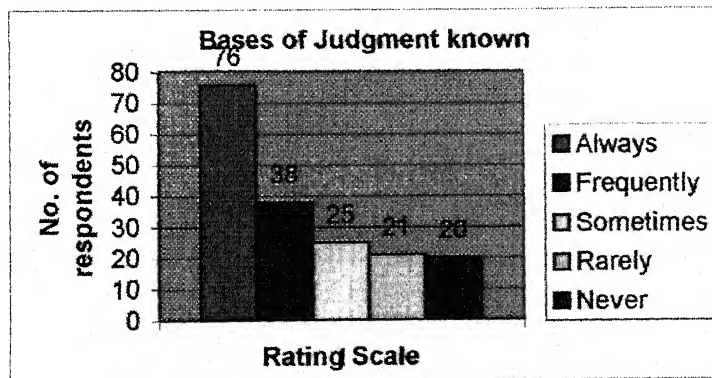
Out of the total sample–76 responded always, 38 responded frequently, 25 responded sometimes, 21 responded rarely, 20 responded that bases of judgment are never known to employees

35. Bank policy on disciplinary action stresses on positive aspects of disciplines.

Disciplinary action stresses on positive aspects

No. of Respondents / Rating Scale

Legend: Always, Frequently, Sometimes, Rarely, Never

Values: 75, 55, 31, 12, 7
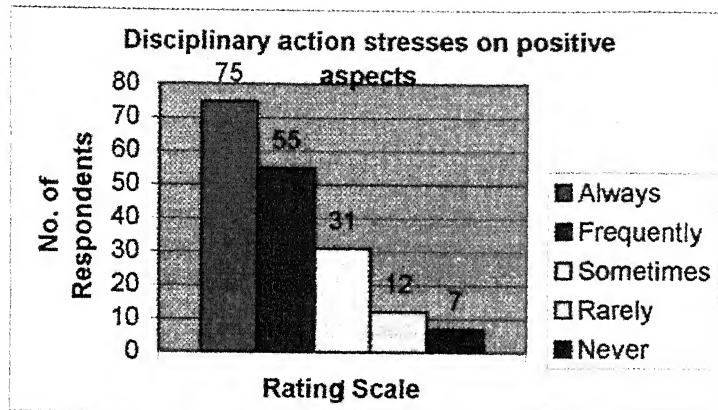
Out of the total sample–75 responded always, 55 responded frequently, 31 responded sometimes, 12 responded rarely, 7 responded that bank policy on disciplinary action never stresses on positive aspects of discipline.

36. **Supervisor ensures that their instructions are clear, understandable and complete and uses interactive skills.**

Instructions are clear, understandable and complete

No. of Respondents / Rating Scale

Legend: Always, Frequently, Sometimes, Rarely, Never, Not Applicable

Values: 63, 72, 27, 12, 3, 3
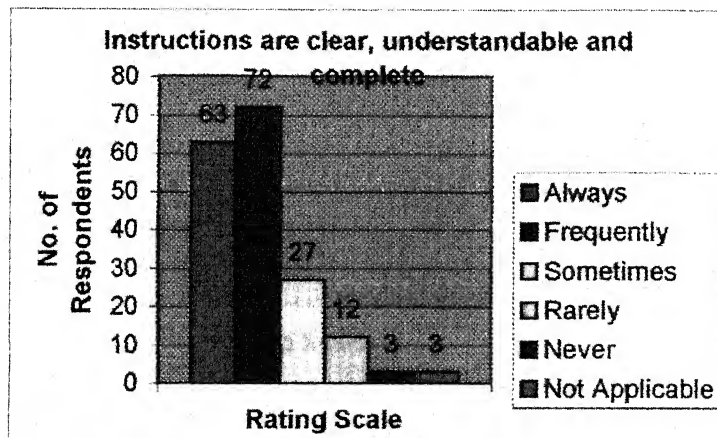
Out of the total sample–63 responded always, 72 responded frequently, 27 responded sometimes, 12 responded rarely, 3 responded that Supervisor never ensures instructions and interactive skills. To 3 employees this question was not applicable.

37. Does C. R. Serve as a source of motivator?

C. R. a source of motivation
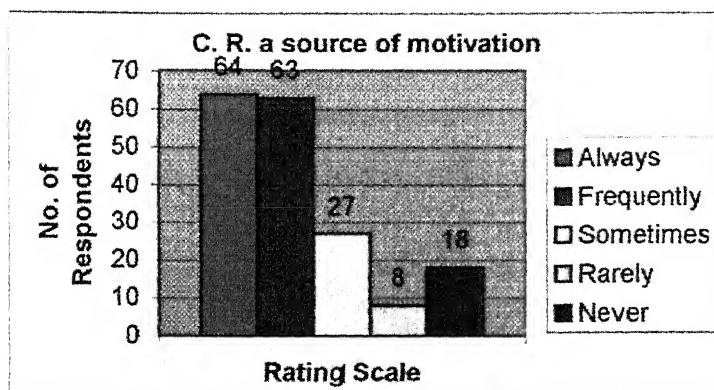
Out of the total sample–64 responded always, 63 responded frequently, 27 responded sometimes, 8 responded rarely, 18 responded that C. R. never serve as a source of motivator.

38. Employee benefits.
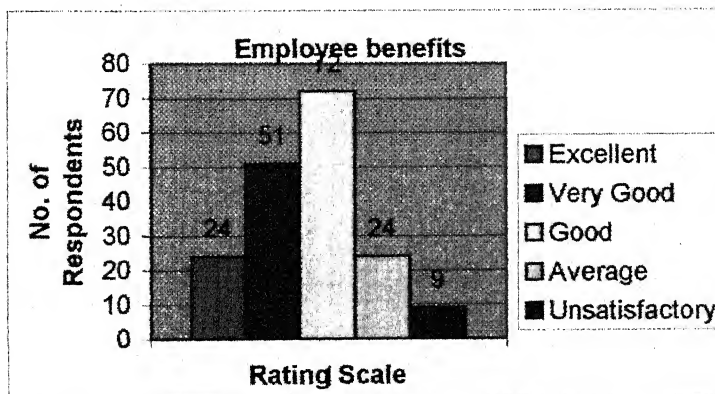
Employee benefits

Out of the total sample–63 responded excellent, 72 responded very good, 27 responded good, 12-responded average, 3 responded unsatisfactory for employee benefits being provided to them.

39.   The contents of Personnel policies of the organization.
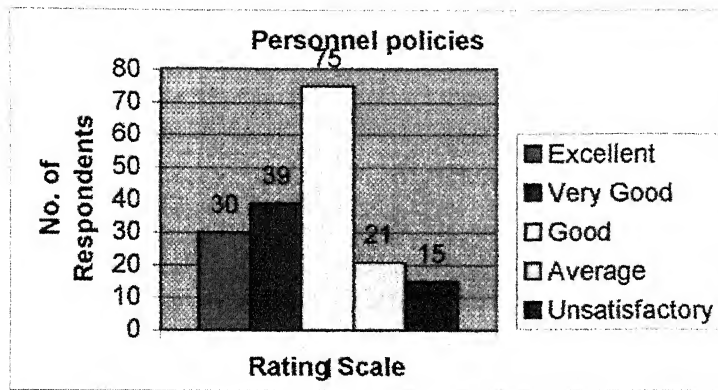
Out of the total sample–30 responded excellent, 39 responded very good, 75 responded good, 21-responded average, 15 responded unsatisfactory for personnel policies of the organization.

40.   Your compensation.
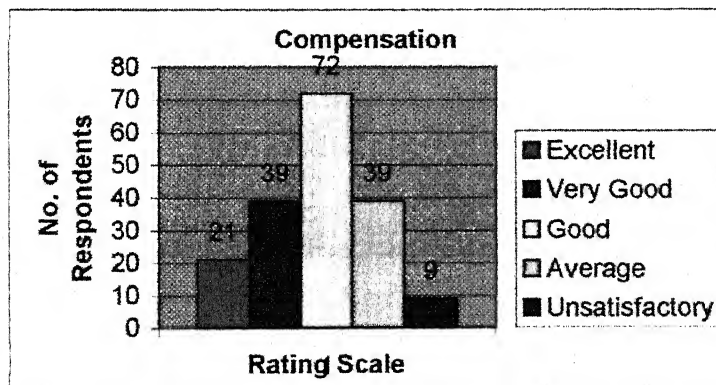
Out of the total sample–21 responded excellent, 39 responded very good, 72 responded good, 39-responded average, 9 responded unsatisfactory for their compensation.

41. Supervisor's leadership skills.
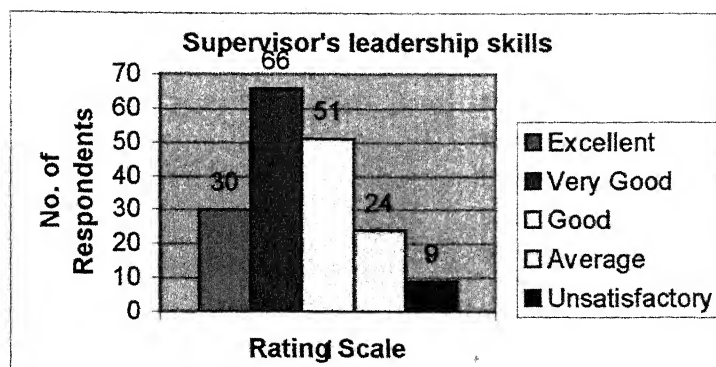
Out of the total sample–30 responded excellent, 66 responded very good, 54 responded good, 24-responded average, 9 responded unsatisfactory for supervisor's leadership skills.

42. Stretch of working hours.
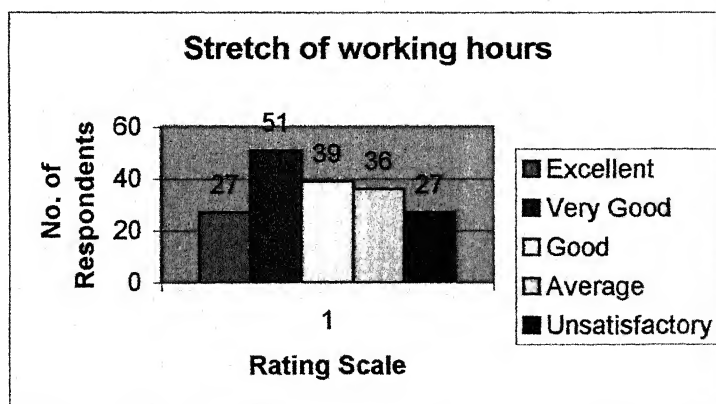
Out of the total sample–27 responded excellent, 51 responded very good, 39 responded good, 36-responded average, 27 responded unsatisfactory for stretch of working hours.

43. Justification of appraisal methods.

Justification of appraisal methods.
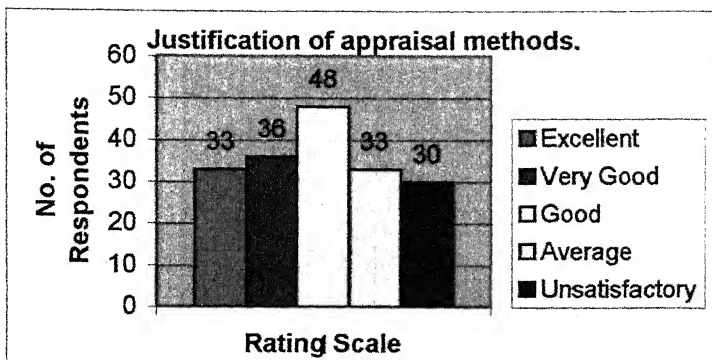
Out of the total sample–33 responded excellent, 36 responded very good, 48 responded good, 33-responded average, 30 responded unsatisfactory for justification of appraisal methods.

44. Work place.
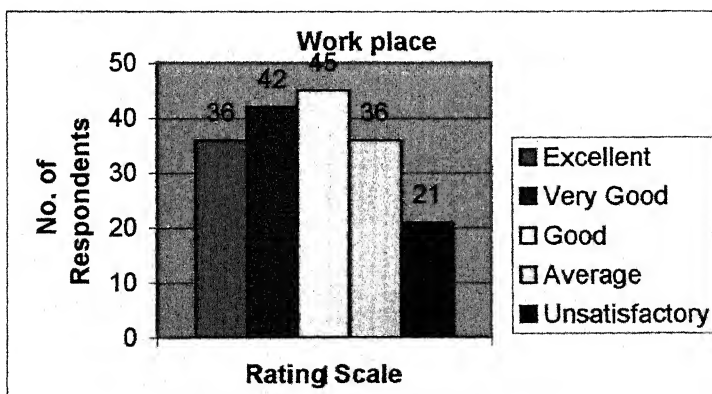
Work place

Out of the total sample–36 responded excellent, 42 responded very good, 45 responded good, 36-responded average, 21 responded unsatisfactory for workplace.

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45.   Concern about good human relations.

Human Relations

No. Of Respondents (y-axis, scale 0 to 60)
Rating Scale (x-axis)

- Excellent: 48
- Very Good: 45
- Good: 51
- Average: 27
- Unsatisfactory: 9
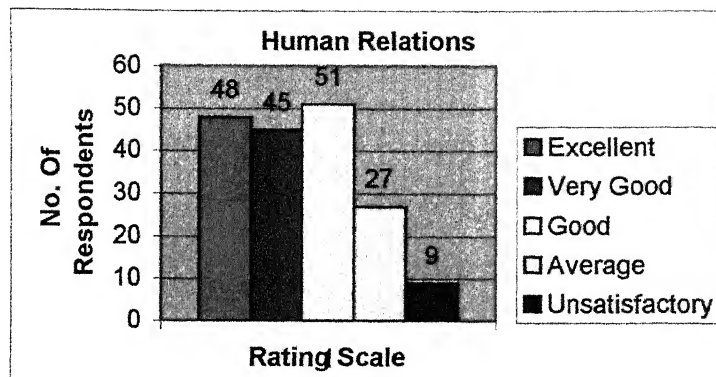
Out of the total sample–48 responded excellent, 45 responded very good, 51 responded good, 27-responded average, 9 responded unsatisfactory for concern about good human relations.

46.   Acknowledging good performance.

Acknowledging good performance

No. Of Respondents (y-axis, scale 0 to 60)
Rating Scale (x-axis)

- Excellent: 51
- Very Good: 36
- Good: 48
- Average: 30
- Unsatisfactory: 15
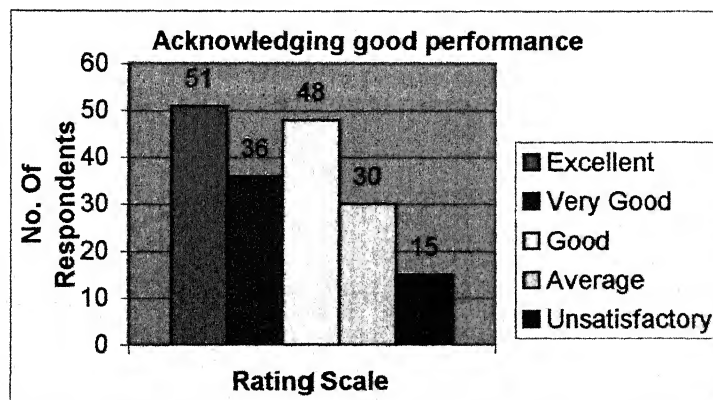
Out of the total sample–51 responded excellent, 36 responded very good, 48 responded good, 30-responded average, 15 responded unsatisfactory for being acknowledged for good performance.

47.   Responding to your queries and needs

Responding to queries and needs

No. of Respondents vs Rating Scale

- Excellent
- Very Good
- Good
- Average
- Unsatisfactory

Values shown: 33, 39, 54, 45, 9
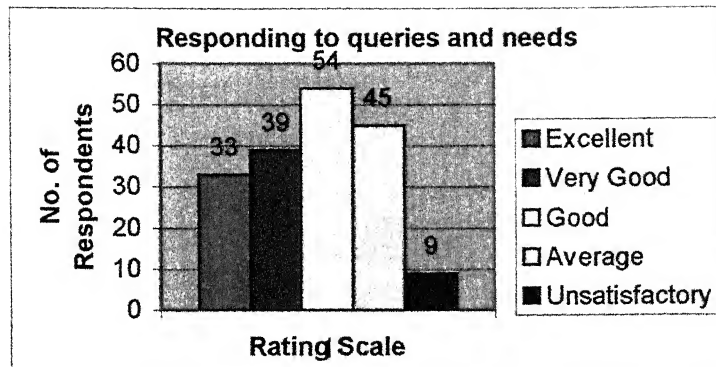
Out of the total sample–33 responded excellent, 39 responded very good, 54 responded good, 45-responded average, 9 responded unsatisfactory for responding to their queries and needs.

48.   Use of effective people skills

Use of effective people skills

No. Of Respondents vs Rating Scale

- Excellent
- Very Good
- Good
- Average
- Unsatisfactory

Values shown: 48, 36, 48, 33, 15

Out of the total sample–48 responded excellent, 36 responded very good, 248 responded good, 33-responded average, 15 responded unsatisfactory for effective use of people skills.

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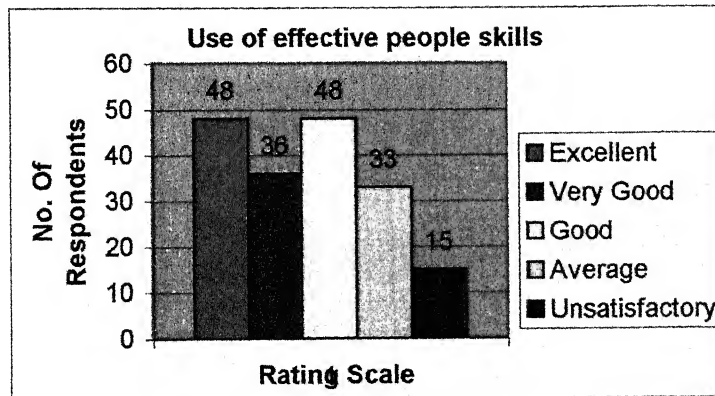
49. **Your Organization practice's benefits (fringe or any other) comparable to what other offices in your area are offering?**

Organization practices comparable benefits
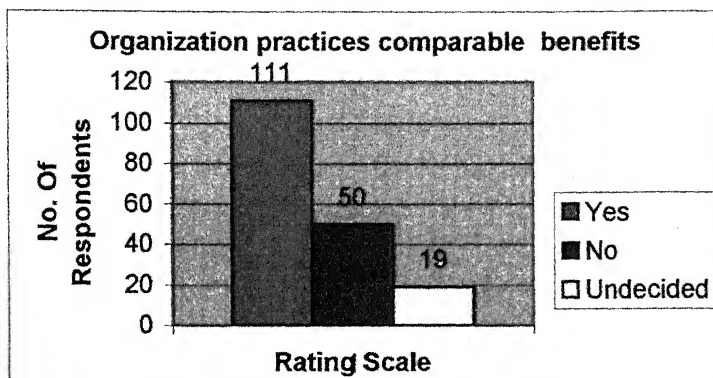
Out of the total sample–111 responded yes, 50 responded no, 19-responded undecided for the information whether their organizations practice benefits (fringe or any other) comparable to what other offices in their area are offering or not.

50. **Do you think that you are being compensated fairly?**
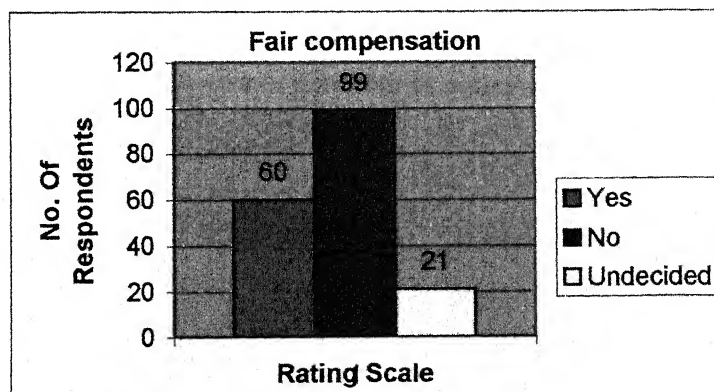
Fair compensation

Out of the total sample–60 responded yes, 99 responded no, 21-responded undecided for the information whether they are being compensated fairly or not.

51. Does the Organization have clear policies related to salaries, raises and bonuses?
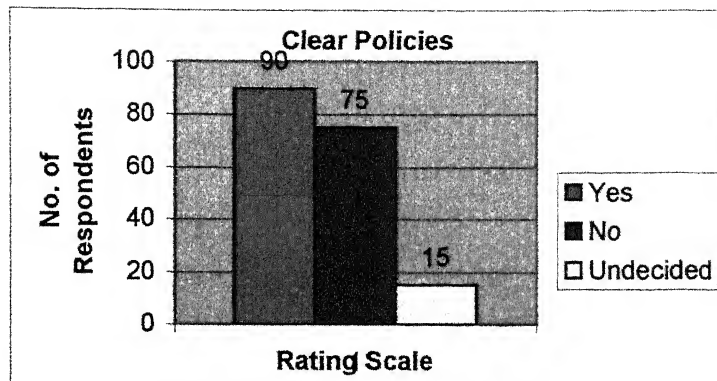
Clear Policies

Out of the total sample–90 responded yes, 75 responded no, 15-responded undecided for the information whether their organization has clear policies related to salaries, raises and bonuses or not.

52. Are you aware of the contents of Personnel policies of the organization?

Aware of contents of policies
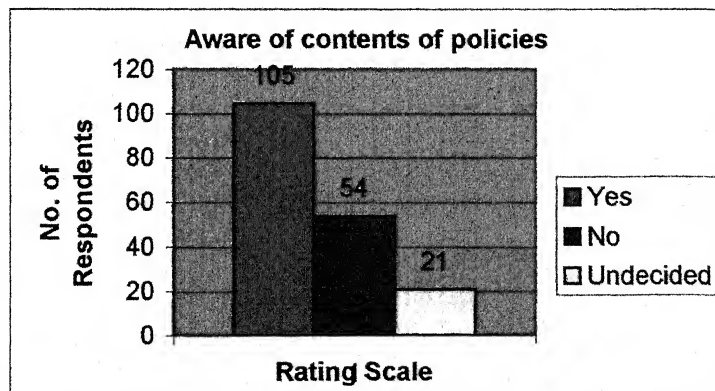
Out of the total sample–105 responded yes, 54 responded no, 21-responded undecided for the information whether they are aware of the contents of personnel policies of the organization or not.

53. Are the policies revisited or revised from time to time or recently?

Policies are revisited or revised
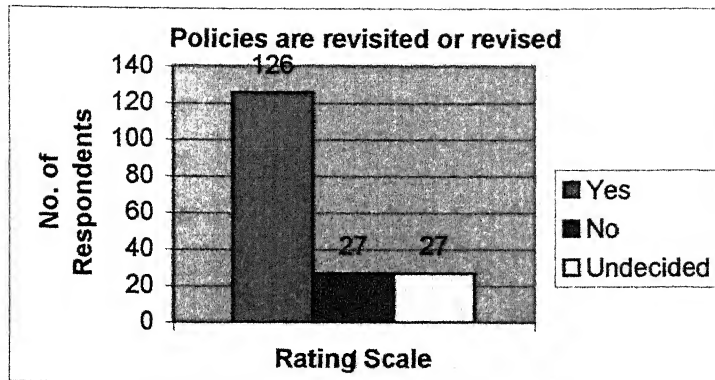
Out of the total sample–126 responded yes, 27 responded no, 27-responded undecided for the information whether policies are revisited or revised from time to time or recently or not.

54. Do you feel it is necessary to justify the appraisal method to the subordinates?

Necessary to justify the appraisal method to subordinate
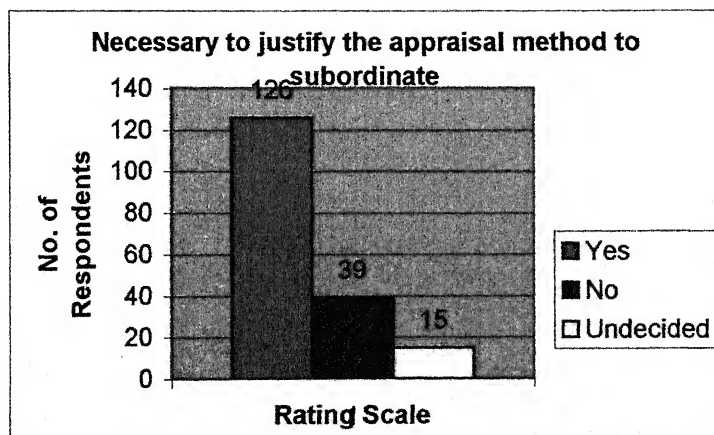
Out of the total sample–126 responded yes, 39 responded no, 15-responded undecided for the information whether they feel it is necessary to justify the appraisal method to the subordinates or not.

55. **Are you satisfied with the promotion system in your organization?**
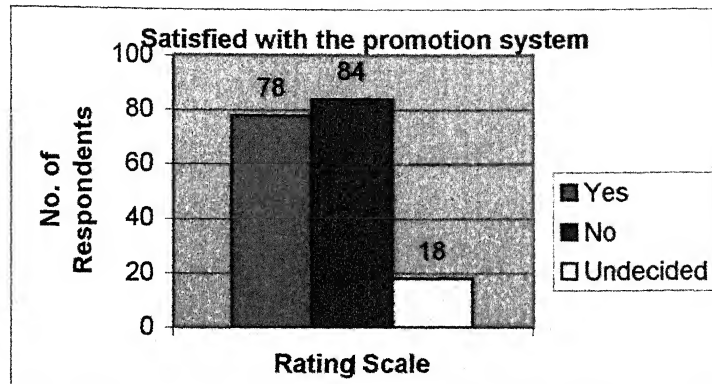
Out of the total sample–78 responded yes, 84 responded no, 18-responded undecided for the information whether they are satisfied with the promotion system in their organization or not.

GRAPHIC REPRESENTATION OF FINDINGS ON THE BASIS OF THE CATEGORIES.

1. **How are the decisions taken in the organization?**

Manager's View Regarding Nature of Decision Under Pressure 10% Independent 10% Cooperative 80% ■ Independent ■ Cooperative □ Under Pressure	Taking into account only manager's view –10% responded that are taken independently, 80% responded that decisions are taken cooperatively and 10% responded that decisions are taken under pressure
Officer's View Regarding Nature of Decision Under Pressure 5% Cooperative 95% ■ Cooperative ■ Under Pressure	Taking into account only officer's view –95% responded that decisions are taken cooperatively and 5% responded that decisions are taken under pressure.
Clerk's View Regarding Nature Of Decision Under Pressure 10% Independent 10% Cooperative 80% ■ Independent ■ Cooperative □ Under Pressure	Taking into account only clerk's view –10% responded that decisions are taken independently, 80%responded that decisions are taken cooperatively and 10% responded that decisions are taken under pressure.
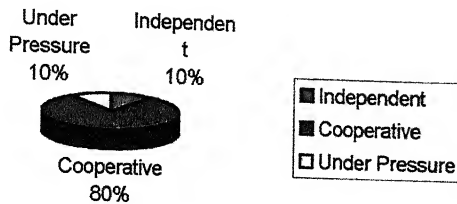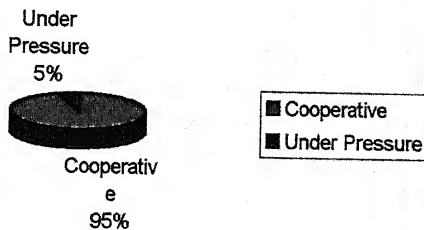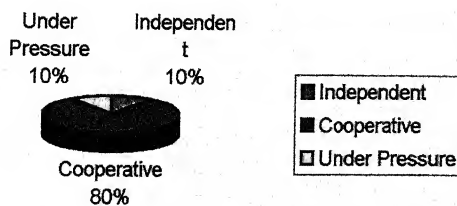
2. How is the performance appraisal of subordinates done?

Manager View of Performance Appraisal Previously Set Standards 15% Both 35% Personal Judgement 50% ■ Previously Set Standards ■ Personal Judgement □ Both	Taking into account only manager's view –15% responded that performance appraisal is done on previously set standards, 50% responded that performance appraisal is done on personal Judgments, 35% responded that performance appraisal is done by both.
Officer's View of Performance Appraisal Not Applicable 40% Previously Set Standards 15% Personal Judgement 30% Both 15% ■ Previously Set Standards ■ Personal Judgement □ Both ▨ Not Applicable	Taking into account only officer's view-15% responded that performance appraisal is done on previously set standards, 30% responded that performance appraisal is done on personal Judgments, 15%responded that performance appraisal is done by both. To 40% employees this question was not applicable.
Clerk'sview of Performance Appraisal Not Applicable 28% Previously Set Standards 17% Personal Judgement 38% Both 17% ■ Previously Set Standards ■ Personal Judgement □ Both ▨ Not Applicable	Taking into account only clerk's view-17% responded that performance appraisal is done on previously set standards, 38% responded that performance appraisal is done on personal Judgments, 17% responded that performance appraisal is done by both. To 28% employees this question was not applicable.
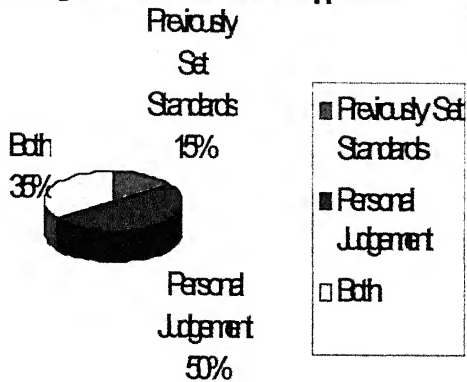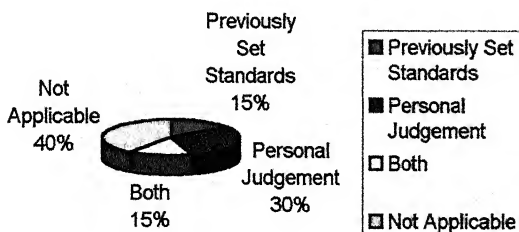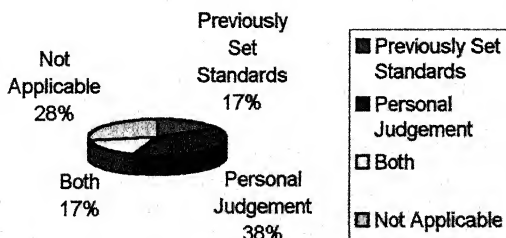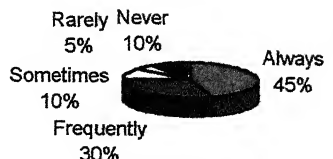
3. Data filled in the confidential report maximally focuses on-

Managers View on the basis of data to be filled in Confidential Report General Evaluation 5% Personal Evaluation 20% Job Performance 75% ■ Job Performance ■ Personal Evaluation □ General Evaluation	Taking into account only manager's view-75% responded that C.R focuses on job performance, 20% responded that C.R. focuses on personal evaluation, 5% responded that C.R. focuses on general evaluation.
Officer's View of data to be filled in Confidential Report General Evaluation 11% Not Applicable 21% Job Performance 57% Personal Evaluation 11% ■ Job Performance ■ Personal Evaluation □ General Evaluation ■ Not Applicable	Taking into account only officer's– 57% responded that C.R focuses on job performance, 11% responded that C.R. focuses on personal evaluation, 11% responded that C.R. focuses on general evaluation. To 21% employees this question was not applicable.
Clerk's view of data to be filled in Confidential report General Evaluation 20% Not Applicable 10% Job Performance 50% Personal Evaluation 20% ■ Job Performance ■ Personal Evaluation □ General Evaluation	Taking into account only clerk's–50% responded that C.R focuses on job performance, 20% responded that C.R. focuses on personal evaluation, 20% responded that C.R. focuses on general evaluation. To 10% employees this question was not applicable.

4. The Delegation of authority and responsibility is practiced.

Manager

Never
5%

Frequently
45%

Always
50%

- Always
- Frequently
- Never

Taking into account only manager's view–50% responded that delegation of authority and responsibility is always practiced, 45% responded that it is frequently practiced, 5% responded that it is never practiced

Officer

Not Applicable
10%

Rarely
15%

Always
30%

Frequently
45%

- Always
- Frequently
- Rarely
- Not Applicable

Taking into account only officer's view-30% responded that delegation of authority and responsibility is always practiced, 45% responded that it is frequently practiced, 15% responded that it is rarely practiced. To 10% employees this question was not applicable.

Clerk

Rarely
15%

Sometimes
5%

Always
50%

Frequently
30%

- Always
- Frequently
- Sometimes
- Rarely

Taking into account only clerk's view-50% responded that delegation of authority and responsibility is always practiced, 30% responded that it is frequently practiced, 5% responded that it is practiced sometimes, 15% responded that it is rarely practiced.
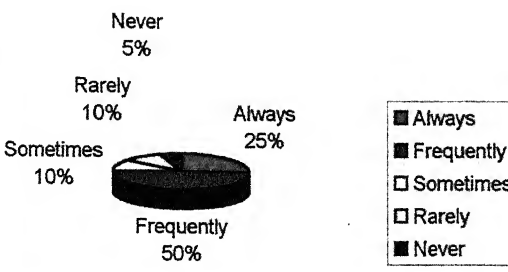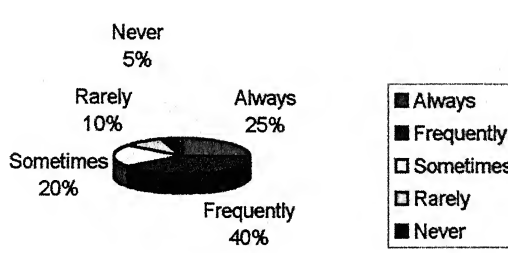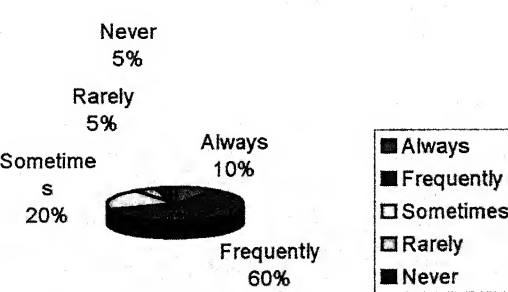
5. The organization uses the recognition system to formally and informally highlights achievements of teammates.

Manager Rarely 5% Never 10% Sometimes 10% Frequently 30% Always 45% Legend: Always, Frequently, Sometimes, Rarely, Never	Taking into account only manager's view-45% responded that it is always used, 30% responded that it is always used, 10% responded that it is frequently used, 5% responded that it is rarely used and 10% responded that it is never used to highlight the achievements of teammates
Officer Rarely 5% Sometimes 5% Frequently 30% Always 60% Legend: Always, Frequently, Sometimes, Rarely	Taking into account only officer's view-60% responded that it is always used, 30% responded that it is frequently always used, 5% responded that it is sometimes used, 5% responded that it is rarely used to highlight the achievements of teammates
Clerk Rarely 5% Never 5% Sometimes 15% Frequently 35% Always 40% Legend: Always, Frequently, Sometimes, Rarely, Never	Taking into account only clerk's view-40% responded that it is always used, 59 responded that it is always used, 35% responded that it is frequently used, 15% responded that it is sometimes used and 5% responded that it is rarely used and 5% responded that it is never used to highlight the achievements of teammates

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6. The small accomplishments & victories of employees are recognized in time and in meaningful manner (recognition system is fair and consistent).

manager Rarely 5% Never 10% Sometimes 5% Always 45% Frequently 35% Legend: Always, Frequently, Sometimes, Rarely, Never	Taking into account only manager's view-45% responded that they are always recognized, 35% responded that they are frequently recognized, 5% responded that they are sometimes recognized, 5% responded that they are rarely recognized, 10% respondents were of the opinion that they are never recognized in time and in meaningful manner.
Officer Never 5% Rarely 15% Sometimes 15% Always 55% Frequently 10% Legend: Always, Frequently, Sometimes, Rarely, Never	Taking into account only officer's view-55% responded that they are always recognized, 10% responded that they are frequently recognized, 15% responded that they are sometimes recognized, 15% responded that they are rarely recognized, 5% respondents were of the opinion that they are never recognized in time and in meaningful manner
clerk Never 4% Always 22% Rarely 35% Frequently 13% Sometimes 26% Legend: Always, Frequently, Sometimes, Rarely, Never	Taking into account only clerk's view-22% responded that they are always recognized, 13% responded that they are frequently recognized, 26% responded that they are sometimes recognized, 35% responded that they are rarely recognized, 4% respondents were of the opinion that they are never recognized in time and in meaningful manner.

7. **Organization encourages mutual support, sharing of information, ideas and resources between managers and other employees at times when any individual is over burdened with work.**

Manager Never 5% Rarely 10% Always 25% Sometimes 10% Frequently 50% Legend: Always, Frequently, Sometimes, Rarely, Never	Taking into account only manager's view-25% responded that it always encourages, 50% responded that it frequently encourages, 10% responded that it sometimes encourages, 10% responded that it rarely encourages, 5% responded that it never encourages mutual support, sharing of information, ideas and resources.
Officer Never 5% Rarely 10% Always 25% Sometimes 20% Frequently 40% Legend: Always, Frequently, Sometimes, Rarely, Never	Taking into account only officer's view-25% responded that it always encourages, 40% responded that it frequently encourages, 20% responded that it sometimes encourages, 10% responded that it rarely encourages, 5% responded that it never encourages mutual support, sharing of information, ideas and resources.
Clerk Never 5% Rarely 5% Always 10% Sometimes 20% Frequently 60% Legend: Always, Frequently, Sometimes, Rarely, Never	Taking into account only clerk's view-10% responded that it always encourages, 60% responded that it frequently encourages, 20% responded that it sometimes encourages, 5 responded that it rarely encourages, 5% responded that it never encourages mutual support, sharing of information, ideas and resources.

8. **Organization practices any measures/style/techniques/ methods to maintain good relations with employees.**
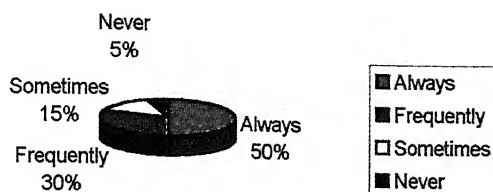
Manager	
Manager pie chart: Never 5%, Sometimes 15%, Frequently 30%, Always 50%	Taking into account only manager's view-50% responded that it always practices, 30% responded that it frequently practices, 15% responded that it sometimes practices, 5% responded that it never practices any measures to maintain good relations with employees
Officer	
Officer pie chart: Rarely 10%, Sometimes 10%, Frequently 45%, Always 35%	Taking into account only officer's view-35% responded that it always practices, 45%responded that it frequently practices, 10% responded that it sometimes practices, 10% responded that it rarely practices any measures to maintain good relations with employees
Clerk	
Clerk pie chart: Never 10%, Rarely 20%, Sometimes 5%, Frequently 40%, Always 25%	Taking into account only clerk's view-25% responded that it always practices, 40% responded that it frequently practices, 5% responded that it sometimes practices, 20% responded that it rarely practices, 10 responded that it never practices any measures to maintain good relations with employees
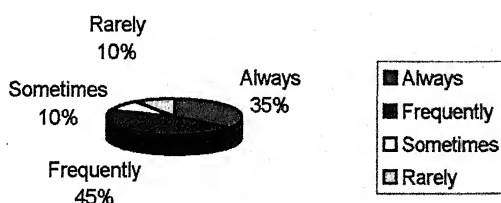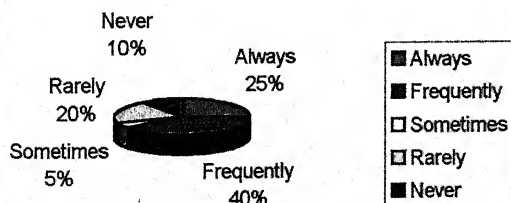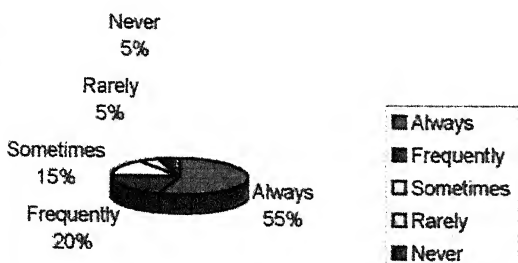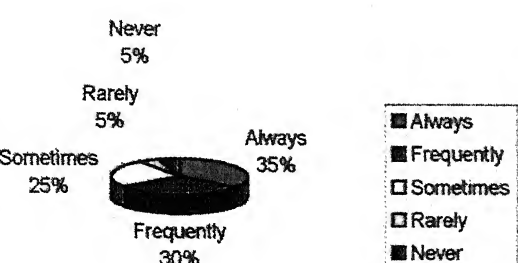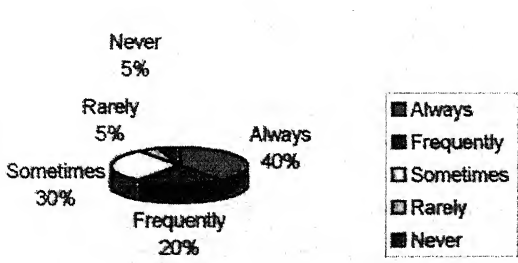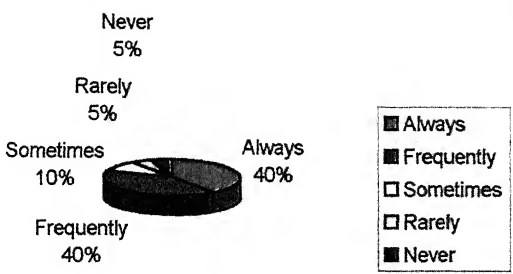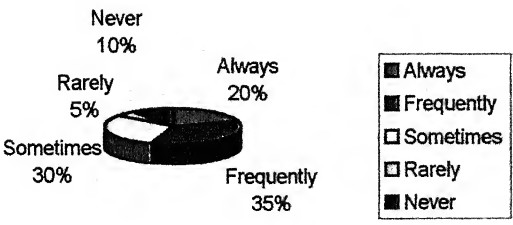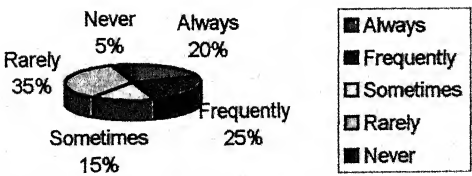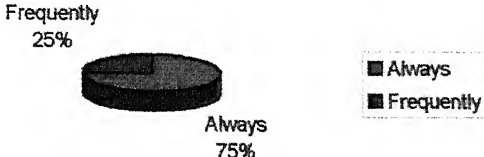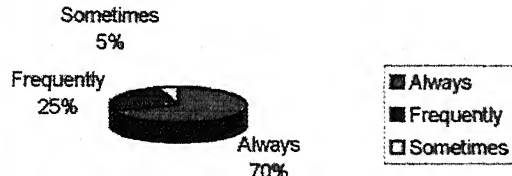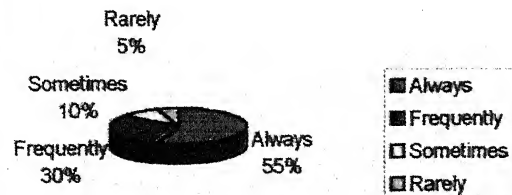
9. Organization offers career, training and development opportunities to employees as motivators.

Manager Never 5% Rarely 5% Sometimes 15% Frequently 20% Always 55% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only manager's view-55% responded that it always offers, 20% responded that it frequently offers, 15% responded that it sometimes offers, 5% responded that it rarely offers, 5% responded that it never offers career training and development opportunities to employees as motivators.
Officer Never 5% Rarely 5% Sometimes 25% Always 35% Frequently 30% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only officer's view-35% responded that it always offers, 30% responded that it frequently offers, 25% responded that it sometimes offers, 5% responded that it rarely offers, 5% responded that it never offers career training and development opportunities to employees as motivators.
Clerk Never 5% Rarely 5% Sometimes 30% Always 40% Frequently 20% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only clerk's view-40% responded that it always offers, 20% responded that it frequently offers, 30% responded that it sometimes offers, 5% responded that it rarely offers, 5% responded that it never offers career training and development opportunities to employees as motivators.

10. Organization encourages open communication and routine contact between you and your superiors/ subordinates.

Manager Never 5% Rarely 5% Sometimes 10% Always 40% Frequently 40% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only manager's view-40% responded that it always encourages, 40% responded that it frequently encourages, 10% responded that it sometimes encourages, 5% responded that it rarely encourages, 5% responded that it never encourages open communication and routine contact between employees.
Officer Never 10% Rarely 5% Sometimes 30% Always 20% Frequently 35% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only officer's view-20% responded that it always encourages, 35% responded that it frequently encourages, 30% responded that it sometimes encourages, 5% responded that it rarely encourages, 10% responded that it never encourages open communication and routine contact between employees.
Clerk Never 5% Always 20% Rarely 35% Sometimes 15% Frequently 25% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only clerk's view-20% responded that it always encourages, 25% responded that it frequently encourages, 15% responded that it sometimes encourages, 35% responded that it rarely encourages, 5% responded that it never encourages open communication and routine contact between employees.
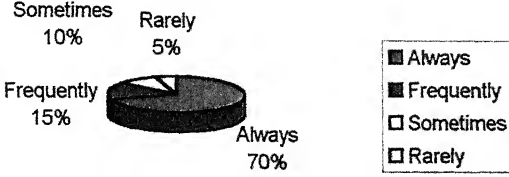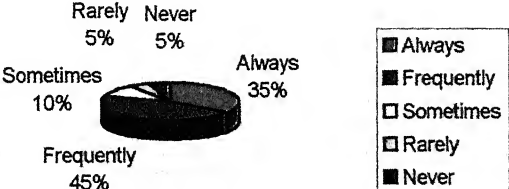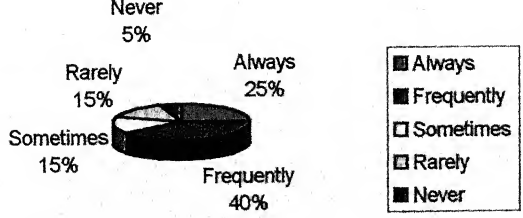
11.You feel involved with the job assigned to you.

Manager

Frequently
25%

Always
75%

- Always
- Frequently

Taking into account only manager's view-75% responded that they always feel, 25%responded that they frequently feel involved with the job assigned to them.

Officer

Sometimes
5%

Frequently
25%

Always
70%

- Always
- Frequently
- Sometimes

Taking into account only officer's view-70% responded that they always feel, 25% responded that they frequently feel, 5% responded that they sometimes feel involved with the job assigned to them.

Clerk

Rarely
5%

Sometimes
10%

Frequently
30%

Always
55%

- Always
- Frequently
- Sometimes
- Rarely

Taking into account only clerk's view-55% responded that they always feel, 30% responded that they frequently feel, 10% responded that they sometimes feel, 5% responded that they rarely feel involved with the job assigned to them.

12. You are involved in decision-making process with in the jurisdiction *of* your authority by superior/ Organization.

Manager Never 5% Rarely 20% Sometimes 10% Frequently 15% Always 50% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only manager's view-50% responded that they are always involved, 15% responded that they are frequently involved, 10% responded that they are sometimes involved, 20% responded that they are rarely involved, 5% responded that they are never involved in decision-making process with in the jurisdiction of their authority by superior/ Organization.
Officer Never 10% Rarely 20% Sometimes 10% Always 20% Frequently 40% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only officer's view-20% responded that they are always involved, 40% responded that they are frequently involved, 10% responded that they are sometimes involved, 20% responded that they are rarely involved, 10% responded that they are never involved in decision-making process with in the jurisdiction of their authority by superior/ Organization.
Clerk Not Applicable 15% Never 15% Rarely 5% Sometimes 5% Always 15% Frequently 45% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never ■ Not Applicable	Taking into account only clerk's view-15% responded that they are always involved, 45% responded that they are frequently involved, 5% responded that they are sometimes involved, 5% responded that they are rarely involved, 15% responded that they are never involved in decision-making process with in the jurisdiction of their authority by superior/ Organization. To 15% employees this question was not applicable

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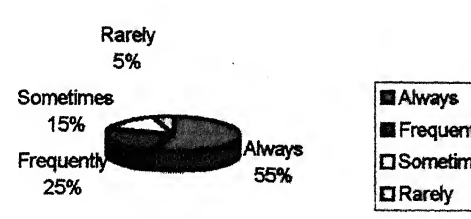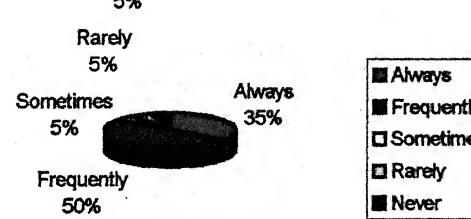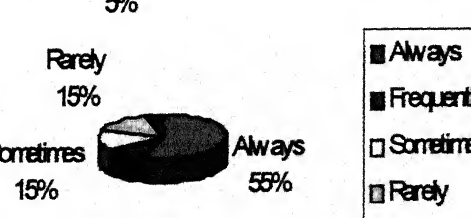
13. Organization has respect for individuals.

Manager

Sometimes 10% Rarely 5%
Frequently 15%
Always 70%

Legend:
- Always
- Frequently
- Sometimes
- Rarely

Taking into account only manager's view-70% responded that organization always has, 15% responded that organization frequently has, 10% responded that organization sometimes has, 5% responded that organization rarely has respect for individuals.

Officer

Rarely 5% Never 5%
Sometimes 10%
Always 35%
Frequently 45%

Legend:
- Always
- Frequently
- Sometimes
- Rarely
- Never

Taking into account only officer's view-35% responded that organization always has, 45% responded that organization frequently has, 10% responded that organization sometimes has, 5% responded that organization rarely has, 5% responded that organization never has respect for individuals.

Clerk

Never 5%
Rarely 15%
Sometimes 15%
Always 25%
Frequently 40%

Legend:
- Always
- Frequently
- Sometimes
- Rarely
- Never

Taking into account only clerk's view-25% responded that organization always has, 40% responded that organization frequently has, 15% responded that organization sometimes has, 15% responded that organization rarely has, 5% responded that organization never has respect for individuals.

14. Organization promotes innovation

manager Rarely 5% Never 5% Sometimes 10% Always 45% Frequently 35% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only manager's view-45% responded that it always promote, 35% responded that it frequently promote, 10% responded that it sometimes promote, 5% responded that it rarely promote, 5% responded that it never promote innovation.
Officer Never 5% Not Applicable 10% Always 25% Rarely 10% Sometimes 10% Frequently 40% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never ■ Not Applicable	Taking into account only officer's view-25% responded that it always promote, 40% responded that it frequently promote, 10% responded that it sometimes promote, 10% responded that it rarely promote, 5% responded that it never promote innovation. To 10% employees this question was not applicable.
Clerk Never 20% Always 25% Rarely 10% Sometimes 20% Frequently 25% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only clerk's view-25% responded that it always promote, 25% responded that it frequently promote, 20% responded that it sometimes promote, 10% responded that it rarely promote, 20% responded that it never promote innovation.

15. Organization promotes quality and safe work place

Manager	Taking into account only manager's view-55% responded that it always promotes, 25% responded that it frequently promotes, 15% responded that it sometimes promotes, 5% responded that it rarely promotes quality and safe work place.

Manager

Rarely 5%
Sometimes 15%
Frequently 25%
Always 55%

- ■ Always
- ■ Frequently
- □ Sometimes
- □ Rarely

Officer	Taking into account only officer's view-35% responded that it always promotes, 50% responded that it frequently promotes, 5% responded that it sometimes promotes, 5% responded that it rarely promotes, 5% responded that it never promotes quality and safe work place.

Officer

Never 5%
Rarely 5%
Sometimes 5%
Always 35%
Frequently 50%

- ■ Always
- ■ Frequently
- □ Sometimes
- □ Rarely
- ■ Never

Clerk	Taking into account only clerk's view-55% responded that it always promotes, 10% responded that it frequently promotes, 15% responded that it sometimes promotes, 15% responded that it rarely promotes, 5% responded that it never promotes quality and safe work place.

Clerk

Never 5%
Rarely 15%
Sometimes 15%
Always 55%
Frequently 10%

- ■ Always
- ■ Frequently
- □ Sometimes
- □ Rarely
- ■ Never

16. Supervisors listen carefully to teammates ideas, views, opinions and suggestions.

Manager Never 5% Rarely 5% Always 25% Sometimes 5% Frequently 60% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only manager's view-25% responded that they always listen, 60% responded that they frequently listen, 5% responded that they sometimes listen, 5% responded that they rarely listen, 5% responded that they never listen to teammate's ideas, views, opinions and suggestions.
Officer Rarely 5% Never 5% Always 25% Sometimes 15% Frequently 50% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only officer's view-25% responded that they always listen, 50% responded that they frequently listen, 15% responded that they sometimes listen, 5% responded that they rarely listen, 5% responded that they never listen to teammate's ideas, views, opinions and suggestions.
Clerk Never 10% Always 20% Rarely 15% Frequently 15% Sometimes 40% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only clerk's view-20% responded that they always listen, 15% responded that they frequently listen, 40% responded that they sometimes listen, 15% responded that they rarely listen, 10% responded that they never listen to teammate's ideas, views, opinions and suggestions.

17.Organization reward individuals for their loyalty and performance by providing them opportunities for education and promoting them from within and helping them in their personal growth.

Manager Rarely 10% Sometimes 15% Frequently 25% Always 50% ■ Always ■ Frequently □ Sometimes □ Rarely	Taking into account only manager's view –50% responded that it always reward, 25% responded that it frequently reward, 15% responded that it sometimes reward, 10% responded that it rarely rewarded individuals for their loyalty and performance by providing them opportunities for education and promoting them from within and helping them in their personal growth.
Officer Never 5% Always 15% Rarely 10% Frequently 70% ■ Always ■ Frequently □ Rarely ■ Never	Taking into account only officer's view- 15% responded that it always reward, 70% responded that it frequently reward, 10% responded that it rarely reward, 5%responded that it never reward individuals for their loyalty and performance by providing them opportunities for education and promoting them from within and helping them in their personal growth.
Clerk Never 5% Always 25% Rarely 10% Frequently 10% Sometimes 50% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only clerk's view–25% responded that it always reward, 10% responded that it frequently reward, 50% responded that it sometimes reward, 10% responded that it rarely reward, 5%responded that it never reward individuals for their loyalty and performance by providing them opportunities

18. Do you perceive policies as fair?

Manager Sometimes 30% Always 40% Frequently 30% ■ Always ■ Frequently □ Sometimes	Taking into account only manager's view- 40% responded that they always, 30% responded that they frequently, 30% responded that they sometimes perceive policies as fair.
Officer Not Applicable 10% Rarely 5% Always 30% Sometimes 20% Frequently 35% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Not Applicable	Taking into account only officer's view- 30% responded that they always, 35% responded that they frequently, 20% responded that they sometimes, 5% responded that they rarely perceive policies as fair. To 10 % people this question was not applicable
Clerk Rarely 25% Always 10% Sometimes 25% Frequently 40% ■ Always ■ Frequently □ Sometimes □ Rarely	Taking into account only clerk's view- 10% responded that they always, 40% responded that they frequently, 25% responded that they sometimes, 25% responded that they rarely perceive policies as fair.
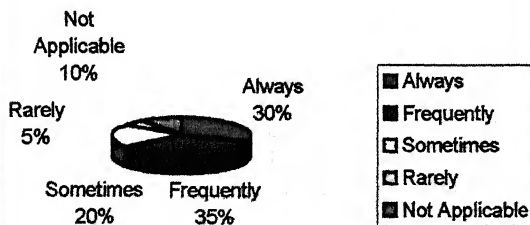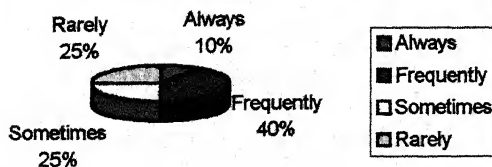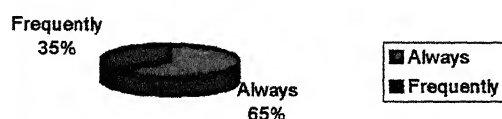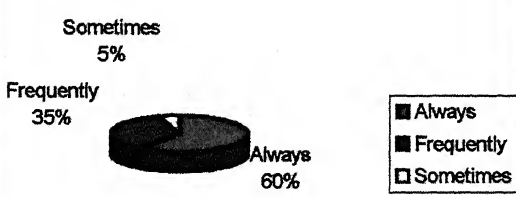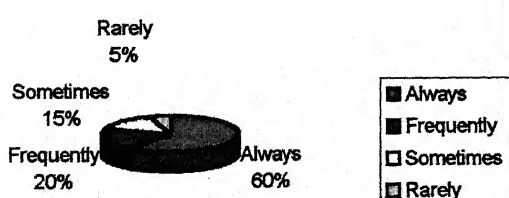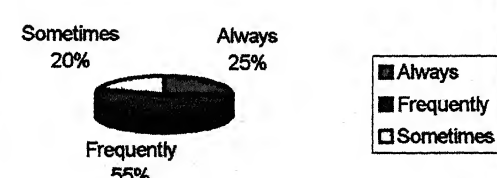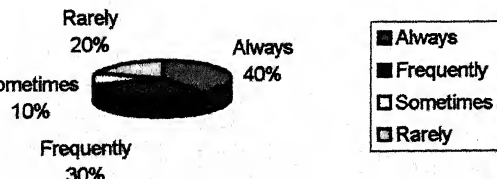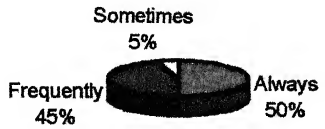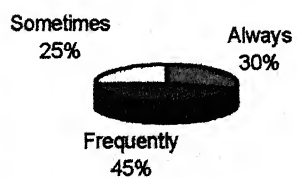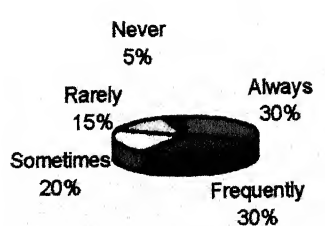
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19. **Are all persons in the organization required to follow the policies (formally and informally).**

Manager Frequently 35% Always 65% ■ Always ■ Frequently	Taking into account only manager's view- 65% responded that all are always required, 35% responded that all are frequently required to follow the policies.
Officer Sometimes 5% Frequently 35% Always 60% ■ Always ■ Frequently □ Sometimes	Taking into account only officer's view- 60% responded that all are always required, 35%responded that all are frequently required, 5% responded that all are sometimes required to follow the policies.
Clerk Rarely 5% Sometimes 15% Frequently 20% Always 60% ■ Always ■ Frequently □ Sometimes ▣ Rarely	Taking into account only clerk's view- 60% responded that all are always required, 20% responded that all are frequently required, 15% responded that all are sometimes required and 5%responded that all are rarely required to follow the policies.
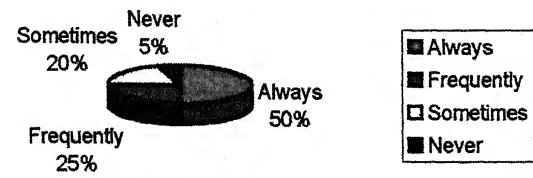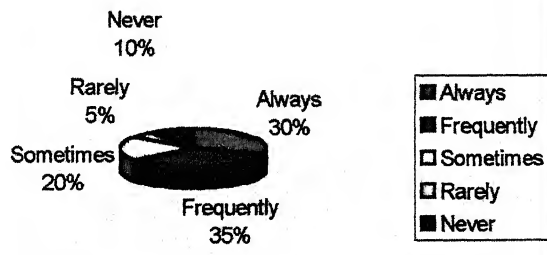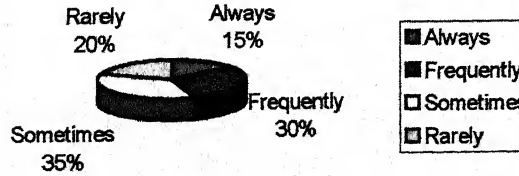
20. All teammates show understanding, patience, and respect for the dignity and worth of everyone.

Manager Sometimes 15% Always 45% Frequently 40% ■ Always ■ Frequently □ Sometimes	Taking into account only manager's view- 45% responded that all teammates always, 40% responded that all teammates frequently, 15% responded that all teammates sometimes show understanding, patience, and respect for the dignity and worth of everyone
Officer Sometimes 20% Always 25% Frequently 55% ■ Always ■ Frequently □ Sometimes	Taking into account only officer's view- 25% responded that all teammates always, 55% responded that all teammates frequently, 20% responded that all teammates sometimes show understanding, patience, and respect for the dignity and worth of everyone
Clerk Rarely 20% Always 40% Sometimes 10% Frequently 30% ■ Always ■ Frequently □ Sometimes □ Rarely	Taking into account only clerk's view- 40% responded that all teammates always, 30% responded that all teammates frequently, 10% responded that all teammates sometimes and 20% responded that all teammates rarely show understanding, patience, and respect for the dignity and worth of everyone

21. Do employees trust their supervisors?

Manager Sometimes 5% Frequently 45% Always 50% ■ Always ■ Frequently □ Sometimes	Taking into account only manager's view- 50% responded that they always, 45% responded that they frequently, 5% responded that they sometimes trust their supervisors.
Officer Sometimes 25% Always 30% Frequently 45% ■ Always ■ Frequently □ Sometimes	Taking into account only officer's view- 30% responded that they always, 45% responded that they frequently, 25% responded that they sometimes trust their supervisors.
Clerk Never 5% Rarely 15% Always 30% Sometimes 20% Frequently 30% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only clerk's view- 30% responded that they always, 30% responded that they frequently, 20% responded that they sometimes, 15% responded that they rarely, 5% responded that they never trust their supervisors.

22. Does the organization have a consistent, timely and fair method for evaluating individual performance?

Manager Sometimes 20%　Never 5% Always 50% Frequently 25% Legend: ■ Always ■ Frequently □ Sometimes ■ Never	Taking into account only manager's- view 50% responded that it always have, 25% responded that it frequently have, 20% responded that it sometimes have, 5% responded that it never have a consistent, timely and fair method for evaluating individual performance.
Officer Never 10% Rarely 5% Always 30% Sometimes 20% Frequently 35% Legend: ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only officer's view-30% responded that it always have, 35% responded that it frequently have, 20% responded that it sometimes have, 5% responded that it rarely have and 10% responded that it never have a consistent, timely and fair method for evaluating individual performance.
Clerk Rarely 20%　Always 15% Frequently 30% Sometimes 35% Legend: ■ Always ■ Frequently □ Sometimes □ Rarely	Taking into account only clerk's view- 15 %responded that it always have, 30% responded that it frequently have, 35% responded that it sometimes have, 20% responded that it rarely have a consistent, timely and fair method for evaluating individual performance.
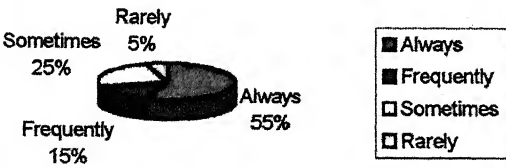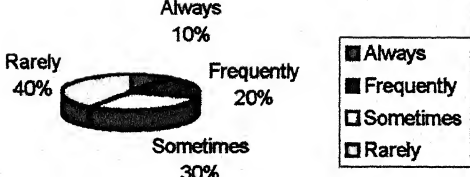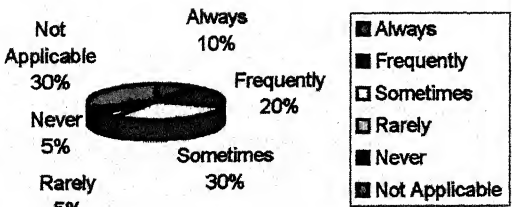
23.Do you have any fringe benefits at your disposal that you can offer to the subordinate to avoid dissatisfaction amongst them?

Manager

Always 5%

Never 35%

Frequently 15%

Sometimes 20%

Rarely 25%

- Always
- Frequently
- Sometimes
- Rarely
- Never

Taking into account only manager's view- 5% responded that they always have, 15% responded that they frequently have, 20% responded that they sometimes have, 25% responded that they rarely have, 35% responded that they never have any fringe benefits at their disposal.

Officer

Rarely 40%

Never 60%

- Rarely
- Never

Taking into account only officer's view- 40% responded that they rarely have, 60% responded that they never have any fringe benefits at their disposal.

Clerk

Never 10%

Not Applicable 90%

- Never
- Not Applicable

Taking into account only clerk's view- 10% responded that they never have any fringe benefits at their disposal. To 90% employees this question was not applicable.

24.Do you have any discretion regarding the promotion of your subordinates?

Manager	Taking into account only manager's view- 55% responded always, 30% responded frequently, 15% responded sometimes have discretion regarding the promotion of their subordinates.
Officer	Taking into account only officer's view- 10% responded sometimes, 30% responded rarely, 40% responded that they never have discretion regarding the promotion of their subordinates. To 20% employees this question was not applicable.
Clerk	Taking into account only clerk's view- 25% responded that they never have discretion regarding the promotion of their subordinates. To 75% employees this question was not applicable.

25. Deliberate structures or roles are designed and maintained for the people to work efficiently towards accomplishment of its goals.

Manager Sometimes 25% Rarely 5% Frequently 15% Always 55% ■ Always ■ Frequently □ Sometimes □ Rarely	Taking into account only manager's view- 55% responded always, 15% responded frequently, 25% responded sometimes, 5% responded that rarely deliberate structures are designed and maintained.
Officer Always 10% Rarely 40% Frequently 20% Sometimes 30% ■ Always ■ Frequently □ Sometimes □ Rarely	Taking into account only officer's view- 10% responded always, 20% responded frequently, 30% responded sometimes, 40% responded that deliberate structures or roles are rarely designed and maintained.
Clerk Not Applicable 30% Always 10% Frequently 20% Never 5% Sometimes 30% Rarely 5% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never ■ Not Applicable	Taking into account only clerk's view- 10% responded always, 20% responded frequently, 30% responded sometimes, 5% responded rarely, 5% responded that deliberate structures or roles are never designed and maintained. To 30% employees this question was not applicable.
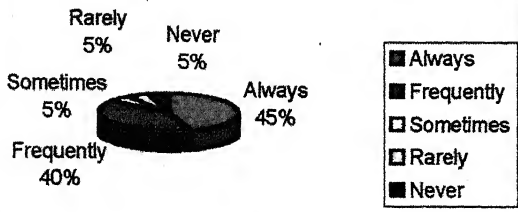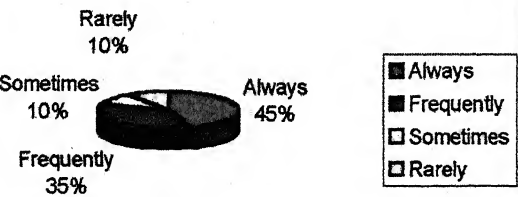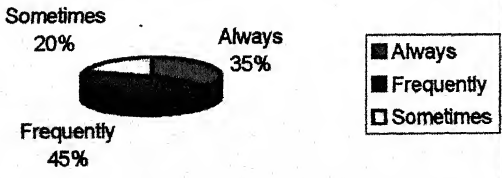
26. **Are the training courses carried out facilitate the employees to cope up with changing socio-economic condition leading to generation of new order of aspirations, expectations and work values, affecting working climate, directly or indirectly.**

Manager Sometimes 10% Frequently 15% Always 75% ■ Always ■ Frequently □ Sometimes	Taking into account only manager's view- 75% responded that they always have, 15% responded that they frequently have, 10%responded that they sometimes help to cope up with changing socio-economic condition leading to generation of new order of aspirations, expectations and work values, affecting working climate.
Officer Sometimes 25% Always 55% Frequently 20% ■ Always ■ Frequently □ Sometimes	Taking into account only officer's view- 55% responded that they always have, 20% responded that they frequently have, 25% responded that they sometimes help to cope up with changing socio-economic condition leading to generation of new order of aspirations, expectations and work values, affecting working climate
Clerk Not Applicable 5% Never 20% Always 20% Rarely 10% Frequently 20% Sometimes 25% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never ■ Not Applicable	Taking into account only clerk's view- 20% responded that they always have, 20% responded that they frequently have, 25% responded that they sometimes have, 10% responded that they rarely have, 20% responded that the training courses never help .To 5% employees this question was not applicable.

27.Are the training functions linked with the other system for effectiveness of training activities, as the line mgt. _is not_ involved in the training functions?

Manager Rarely 5% Always 25% Sometimes 40% Frequently 30% ■ Always ■ Frequently □ Sometimes □ Rarely	Taking into account only manager's view- 25% responded that they always have, 30% responded that they frequently have, 40% responded that they sometimes have, 5% responded that they rarely are linked with the other system for effectiveness.
Officer Frequently 40% Always 60% ■ Always ■ Frequently	Taking into account only officer's view- 60% responded that they always have, 40% responded that they frequently are linked with the other system for effectiveness.
Clerk Rarely 5% Not Applicable 5% Sometimes 10% Frequently 30% Always 50% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Not Applicable	Taking into account only clerk's view- 50% responded that they always have, 30% responded that they frequently have, 10% responded that they sometimes have, 5% responded that they rarely are linked with the other system for effectiveness. To 5% employees this question was not applicable.

28. Organization look for ways to streamline processes and make them more efficient

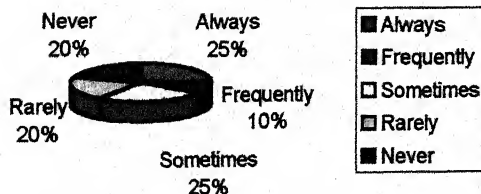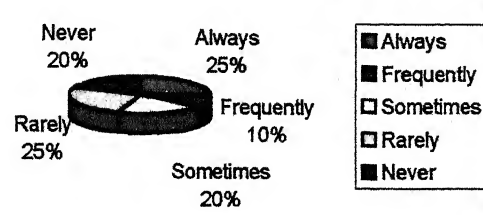|	
Manager Rarely 5% Never 5% Sometimes 5% Frequently 40% Always 45% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only manager's view- 45% responded always, 40% responded frequently, 5% responded sometimes, 5% responded rarely, 5% responded that organization never look for ways to streamline processes.
Officer Rarely 10% Sometimes 10% Always 45% Frequently 35% ■ Always ■ Frequently □ Sometimes □ Rarely	Taking into account only officer's view- 45% responded always, 35% responded frequently, 10% responded sometimes, 10% responded rarely look for ways to streamline processes.
Clerk Sometimes 20% Always 35% Frequently 45% ■ Always ■ Frequently □ Sometimes	Taking into account only clerk's view- 35% responded always, 45% responded frequently, 20% responded sometimes look for ways to streamline processes.

29. Do the individuals have clear, achievable goals and standards for their *positions?*

Manager
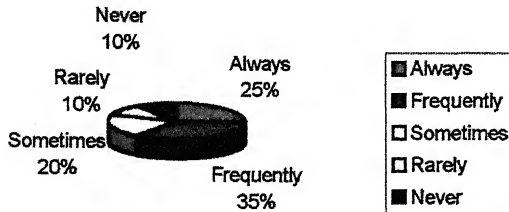
Never 10%
Rarely 10%
Sometimes 20%
Always 25%
Frequently 35%

Legend:
- ■ Always
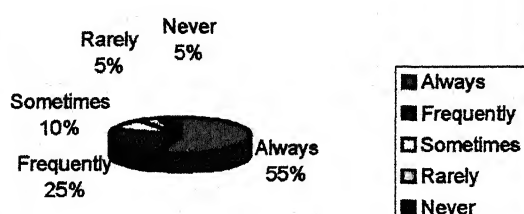- ■ Frequently
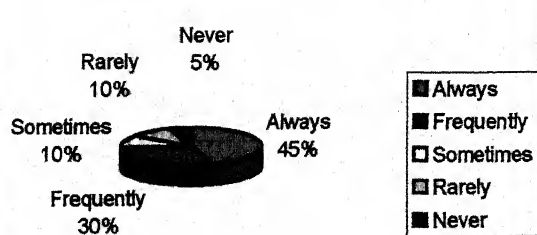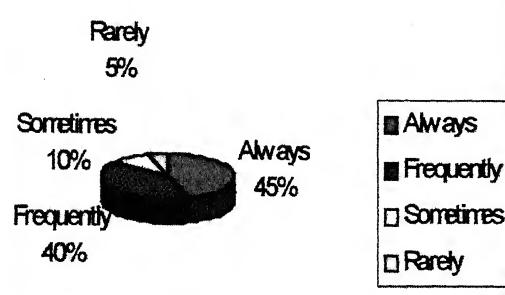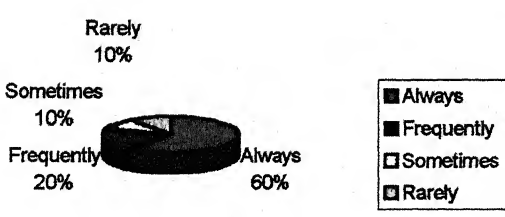- □ Sometimes
- □ Rarely
- ■ Never

Taking into account only manager's view- 25% responded always, 35% responded frequently, 20% responded sometimes, 10% responded rarely, 10% responded that individuals do not have clear, achievable goals and standards for their positions.

Officer
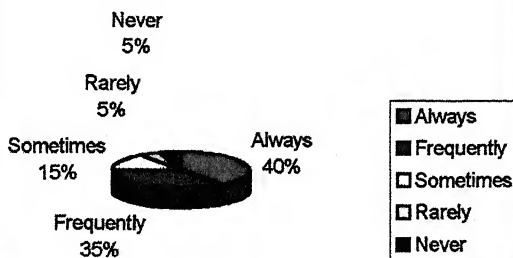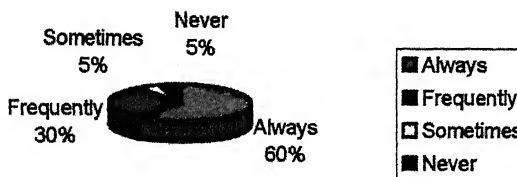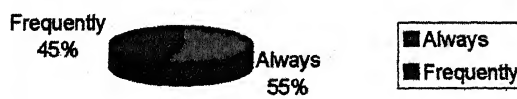
Never 5%
Rarely 5%
Sometimes 15%
Always 40%
Frequently 35%

Legend:
- ■ Always
- ■ Frequently
- □ Sometimes
- □ Rarely
- ■ Never

Taking into account only officer's view- 40% responded always, 35% responded frequently, 15% responded sometimes, 5% responded rarely and 5% responded that individuals do not have clear, achievable goals and standards for their positions.

clerk

Never 5%
Not Applicable 5%
Always 15%
Rarely 15%
Frequently 10%
Sometimes 50%

Legend:
- ■ Always
- ■ Frequently
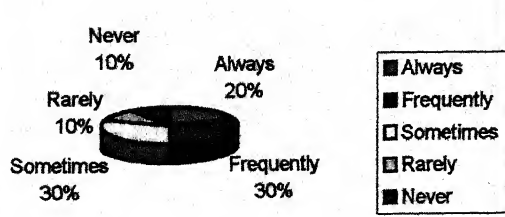- □ Sometimes
- □ Rarely
- ■ Never
- ■ Not Applicable
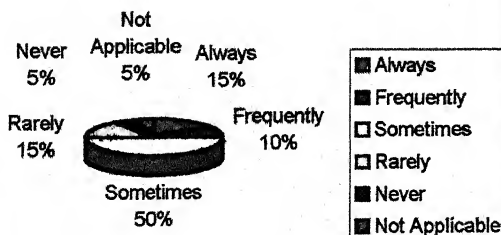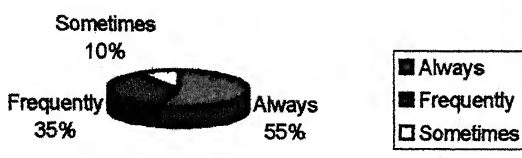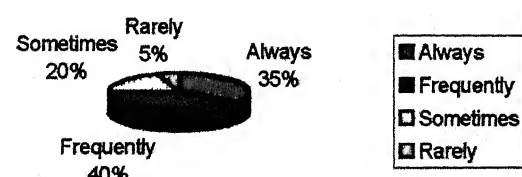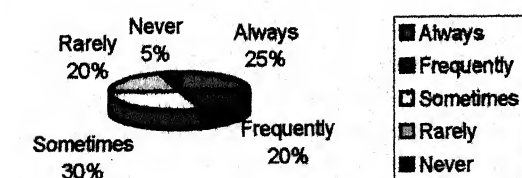
Taking into account only clerk's view- 15% responded always, 10% responded frequently, 50% responded sometimes, 15% responded rarely, 5% responded that individuals do not have clear, achievable goals and standards for their positions. To 5% employees this question was not applicable

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30. A friendly atmosphere is important in motivating the employees in an organization?

Manager Sometimes 5% — Never 5% Frequently 30% — Always 60% ■ Always ■ Frequently □ Sometimes ■ Never	Taking into account only manager's view- 60% responded always, 30% responded frequently, 5% responded sometimes, 5% responded that friendly atmosphere is never important in motivating the employees.
Officer Frequently 45% — Always 55% ■ Always ■ Frequently	Taking into account only officer's view- 55% responded always, 45% responded that friendly atmosphere is frequently important in motivating the employees.
Clerk Rarely 10% Sometimes 10% — Always 50% Frequently 30% ■ Always ■ Frequently □ Sometimes ■ Rarely	Taking into account only clerk's view- 50% responded always, 30% responded frequently, 10% responded sometimes, 10% responded that friendly atmosphere is rarely important in motivating the employees.

31. Does the organization make any efforts to inculcate a sense of belongingness amongst employees towards the organization?

Manager Sometimes 10% Frequently 35% Always 55% ■ Always ■ Frequently □ Sometimes	Taking into account only manager's view- 55% responded always, 35% responded frequently, 10%responded that organization sometimes make any efforts to inculcate a sense of belongingness amongst employees.
Officer Sometimes 20% Rarely 5% Always 35% Frequently 40% ■ Always ■ Frequently □ Sometimes ▣ Rarely	Taking into account only officer's view- 35% responded always, 40% responded frequently, 20% responded sometimes, 5% responded that organization rarely make any efforts to inculcate a sense of belongingness amongst employees.
Clerk Rarely 20% Never 5% Always 25% Sometimes 30% Frequently 20% ■ Always ■ Frequently □ Sometimes ▣ Rarely ■ Never	Taking into account only clerk's view- 25% responded always, 20% responded frequently, 30% responded sometimes, 20% responded rarely, 5% responded that organization never make any efforts to inculcate a sense of belongingness amongst employees.

32.Does the equipment (computers) you are provided with, function properly.

Manager	Taking into account only manager's view- 40% responded always, 25% responded frequently, 30% responded sometimes, 5% responded that the equipment (computers) they are provided with rarely function properly.

Rarely 5%
Sometimes 30%
Always 40%
Frequently 25%

■ Always
■ Frequently
□ Sometimes
□ Rarely

Officer	Taking into account only officer's view- 35% responded always, 45% responded frequently, 10% responded sometimes, 10% responded that the equipment (computers) they are provided with rarely function properly.

Rarely 10%
Sometimes 10%
Always 35%
Frequently 45%

■ Always
■ Frequently
□ Sometimes
□ Rarely

Clerk	Taking into account only clerk's view- 25% responded always, 35% responded frequently, 15% responded that the equipment (computers) they are provided with sometimes function properly. To 25% employees this question was not applicable

Not Applicable 25%
Always 25%
Sometimes 15%
Frequently 35%

■ Always
■ Frequently
□ Sometimes
■ Not Applicable

33. Do individuals have opportunities to socialize with one another during the workday?

Manager
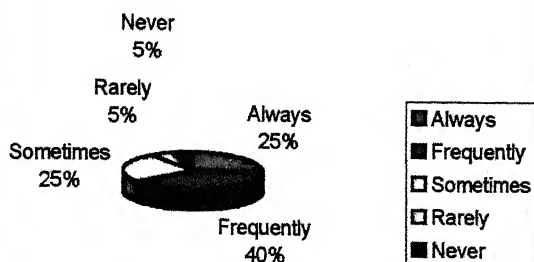
Never 5%
Rarely 5%
Sometimes 25%
Always 25%
Frequently 40%

- ■ Always
- ■ Frequently
- □ Sometimes
- □ Rarely
- ■ Never

Taking into account only manager's view- 25% responded always, 40% responded frequently, 25% responded sometimes, 5% responded rarely, 5% responded that individuals never have opportunities to socialize with one another.

Officer

Never 5%
Rarely 10%
Sometimes 10%
Always 35%
Frequently 40%

- ■ Always
- ■ Frequently
- □ Sometimes
- □ Rarely
- ■ Never

Taking into account only officer's view- 35% responded always, 40% responded frequently, 10% responded sometimes, 10% responded rarely, 5% responded that individuals never have opportunities to socialize with one another.

Clerk

Never 20%
Always 25%
Rarely 20%
Frequently 10%
Sometimes 25%

- ■ Always
- ■ Frequently
- □ Sometimes
- □ Rarely
- ■ Never

Taking into account only clerk's view- 25% responded always, 10% responded frequently, 25% responded sometimes, 20% responded rarely, 20% responded that individuals never have opportunities to socialize with one another.

34. For promotions CR are to be filled by superiors. Are the bases of judgments known to employees?

Clerk Never 20% Always 25% Frequently 10% Rarely 25% Sometimes 20% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only manager's view- 25% responded always, 10% responded frequently, 20% responded sometimes, 25% responded rarely, 20% responded that bases of judgment are never known to employees
Oficer Rarely 5% Never 5% Sometimes 10% Frequently 25% Always 55% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only officer's view- 55% responded always, 25% responded frequently, 10% responded sometimes, 5% responded rarely, 5% responded that bases of judgment are never known to employees
Manager Never 5% Rarely 10% Sometimes 10% Frequently 30% Always 45% ■ Always ■ Frequently □ Sometimes □ Rarely ■ Never	Taking into account only clerk's view- 45% responded always, 30% responded frequently, 10% responded sometimes, 10% responded rarely, 5% responded that bases of judgment are never known to employees

35. Bank policy on disciplinary action stresses on positive aspects of disciplines.

Manager Rarely 5% Sometimes 10% Frequently 40% Always 45% ■ Always ■ Frequently □ Sometimes □ Rarely	Taking into account only manager's view- 45% responded always, 40% responded frequently, 10% responded sometimes, 5% responded that bank policy on disciplinary action rarely stresses on positive aspects of discipline.
Officer Rarely 10% Sometimes 10% Frequently 20% Always 60% ■ Always ■ Frequently □ Sometimes ■ Rarely	Taking into account only officer's view- 60% responded always, 20% responded frequently, 10% responded sometimes, 10% responded, that bank policy on disciplinary action rarely stresses on positive aspects of discipline.
Clerk Never 10% Always 20% Rarely 10% Sometimes 30% Frequently 30% ■ Always ■ Frequently □ Sometimes ■ Rarely ■ Never	Taking into account only clerk's view- 20% responded always, 30% responded frequently, 30% responded sometimes, 10% responded rarely, 10% responded that bank policy on disciplinary action never stresses on positive aspects of discipline.

36. Supervisor ensures that their instructions are clear, understandable and complete and uses interactive skills.
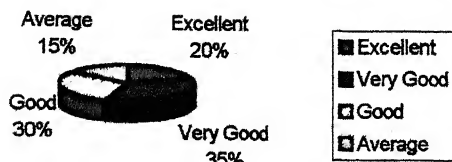

Manager

Rarely 5%
Sometimes 10%
Frequently 40%
Always 45%

Legend:
- Always
- Frequently
- Sometimes
- Rarely

Taking into account only manager's view- 45% responded always, 40% responded frequently, 10% responded sometimes, 5% responded that Supervisor rarely ensures instructions and interactive skills.

Officer

Never 5%
Rarely 5%
Sometimes 10%
Frequently 50%
Always 30%

Legend:
- Always
- Frequently
- Sometimes
- Rarely
- Never

Taking into account only officer's view- 30% responded always, 50% responded frequently, 10% responded sometimes, 5% responded rarely, 5% responded that Supervisor never ensures instructions and interactive skills.

Clerk

Not Applicable 5%
Rarely 15%
Sometimes 20%
Frequently 30%
Always 30%

Legend:
- Always
- Frequently
- Sometimes
- Rarely
- Never
- Not Applicable

Taking into account only clerk's view- 30% responded always, 30% responded frequently, 20% responded sometimes, 15% responded that Supervisor rarely ensures instructions and interactive skills. To 5% employees this question was not applicable.

37. Does C. R. Serve as a source of motivator?

Manager

Taking into account only manager's view- 40% responded always, 30% responded frequently, 15% responded sometimes, 5% responded rarely, 10% responded that C. R. never serve as a source of motivator.

Officer

Taking into account only officer's view- 40% responded always, 40% responded frequently, 10% responded sometimes, 5% responded rarely, 5% responded that C. R. never serve as a source of motivator.

Clerk

Taking into account only clerk's view- 25% responded always, 35% responded frequently, 20% responded sometimes, 5% responded rarely, 15% responded that C. R. never serve as a source of motivator.

38. Employee benefits

Manager

Average 15%
Excellent 20%
Good 30%
Very Good 35%

Legend:
- Excellent
- Very Good
- Good
- Average

Taking into account only manager's view- 20% responded excellent, 35% responded very good, 30% responded good, 15%-responded average, 20% responded unsatisfactory for employee benefits being provided to them.

Officer

Average 15%
Excellent 10%
Very Good 20%
Good 55%

Legend:
- Excellent
- Very Good
- Good
- Average
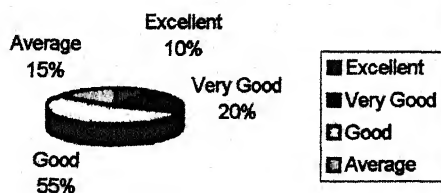
Taking into account only officer's view- 10% responded excellent, 20% responded very good, 55% responded good, 12-responded average, 15% responded unsatisfactory for employee benefits being provided to them.

Clerk

Unsatisfactory 10%
Excellent 10%
Average 5%
Very Good 35%
Good 40%

Legend:
- Excellent
- Very Good
- Good
- Average
- Unsatisfactory

Taking into account only clerk's view- 10% responded excellent, 35% responded very good, 40% responded good, 5%-responded average, 10% responded unsatisfactory for employee benefits being provided to them.

39. The contents of Personnel policies of the organization.

Manager Good 35%　Excellent 24% ■Excellent ■Very Good □Good Very Good 41%	Taking into account only manager's view- 24% responded excellent, 41% responded very good, 35% responded good for contents of personnel policies of the organization.
Officer Average 20%　Excellent 20% ■Excellent ■Very Good □Good ■Average Good 35%　Very Good 25%	Taking into account only officer's view- 30 responded excellent, 39 responded very good, 75 responded good, 21-responded average, 15 responded unsatisfactory for contents of personnel policies of the organization.
Clerk Unsatisfactory 5% Excellent 10% Average 20%　Very Good 15% ■Excellent ■Very Good □Good ■Average ■Unsatisfactory Good 50%	Taking into account only clerk's view- 10% responded excellent, 15% responded very good, 50% responded good, 20% responded average, 5% responded unsatisfactory for contents of personnel policies of the organization.
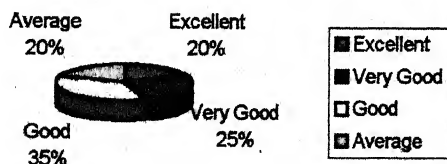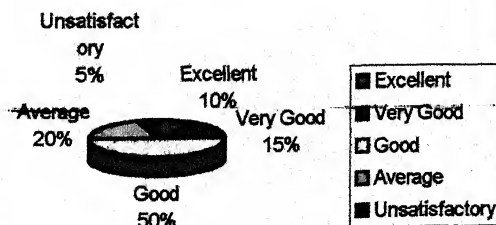
40. Your compensation.

Manager Unsatisfactory 5% Excellent 25% Average 15% Good 25% Very Good 30% ■ Excellent ■ Very Good □ Good ◨ Average ■ Unsatisfactory	Taking into account only manager's view- 25% responded excellent, 30% responded very good, 25% responded good, 15% responded average, 5% responded unsatisfactory for their compensation.
Officer Unsatisfactory 5% Excellent 10% Average 20% Very Good 20% Good 45% ■ Excellent ■ Very Good □ Good ◨ Average ■ Unsatisfactory	Taking into account only officer's view- 10% responded excellent, 20% responded very good, 45% responded good, 20% responded average, 5% responded unsatisfactory for their compensation.
Clerk Excellent 5% Very Good 5% Unsatisfactory 40% Good 15% Average 35% ■ Excellent ■ Very Good □ Good ◨ Average ■ Unsatisfactory	Taking into account only clerk's view- 5% responded excellent, 5% responded very good, 15% responded good, 35% responded average, 40% responded unsatisfactory for their compensation.
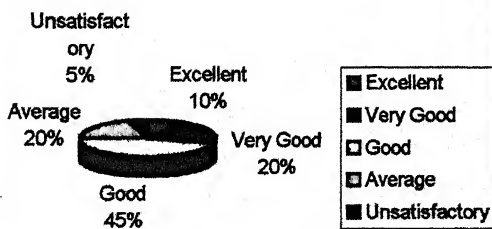
41. Supervisor's leadership skills.

Manager

Good 25%
Excellent 20%
Very Good 55%

- Excellent
- Very Good
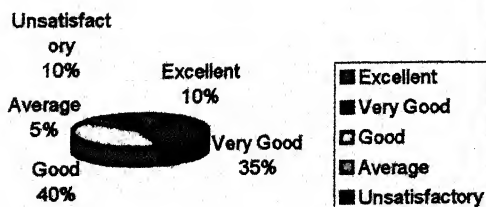- Good

Taking into account only manager's view- 20% responded excellent, 55% responded very good, 25% responded good for supervisor's leadership skills

Officer

Average 20%
Excellent 20%
Good 25%
Very Good 35%

- Excellent
- Very Good
- Good
- Average

Taking into account only officer's view- 20% responded excellent, 35% responded very good, 25% responded good, 20% responded average for supervisor's leadership skills

Clerk

Unsatisfactory 15%
Excellent 15%
Very Good 15%
Average 20%
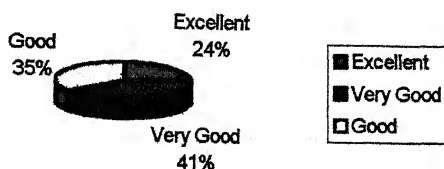Good 35%

- Excellent
- Very Good
- Good
- Average
- Unsatisfactory

Taking into account only clerk's view- 15% responded excellent, 15% responded very good 35% responded good, 20% responded average, 15% responded unsatisfactory for supervisor's leadership skills

42. Stretch of working hours

Manager
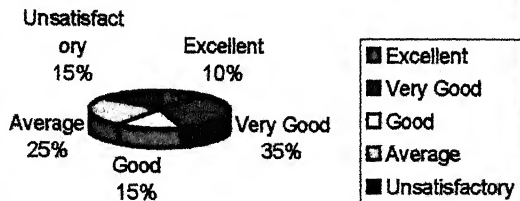
■	Excellent
■	Very Good
□	Good
□	Average
■	Unsatisfactory

Unsatisfactory 15%
Excellent 10%
Average 25%
Very Good 35%
Good 15%

Taking into account only manager's view- 10% responded excellent, 35% responded very good, 15% responded good, 25% responded average, 15% responded unsatisfactory for stretch of working hours.
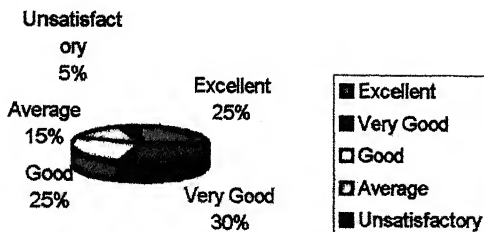
Officer

■	Very Good
■	Good
□	Average
□	Unsatisfactory

Unsatisfactory 20%
Very Good 20%
Average 15%
Good 45%
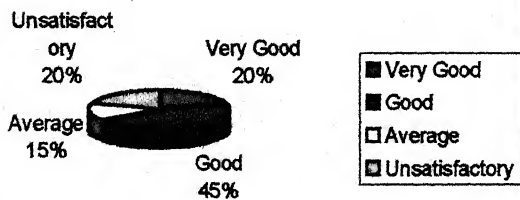
Taking into account only officer's view- 20% responded very good, 45% responded good, 15%- responded average, 20% responded unsatisfactory for stretch of working hours.

Clerk

■	Very Good
■	Good
□	Average
□	Unsatisfactory

Unsatisfactory 10%
Very Good 30%
Average 25%
Good 35%
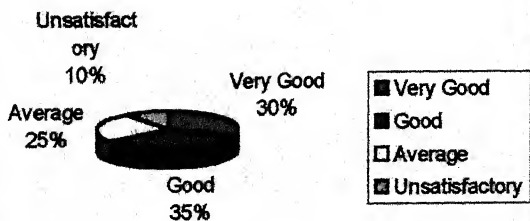
Taking into account only clerk's view-30% responded very good, 35% responded good, 25%- responded average, 10% responded unsatisfactory for stretch of working hours.

43. Justification of appraisal methods.

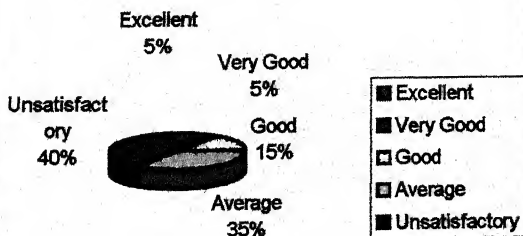|	
Manager Good 25% Excellent 45% Very Good 30% ■ Excellent ■ Very Good □ Good	Taking into account only manager's view –45% responded excellent, 30% responded very good, 25% responded good for justification of appraisal methods.
Officer Excellent 10% Unsatisfactory 35% Very Good 10% Good 15% Average 30% ■ Excellent ■ Very Good □ Good ▣ Average ■ Unsatisfactory	Taking into account only officer's view- 10% responded excellent, 10% responded very good, 15% responded good, 30% responded average, 35% responded unsatisfactory for justification of appraisal methods.
Clerk Unsatisfactory 10% Very Good 20% Average 30% Good 40% ■ Very Good ■ Good □ Average ▣ Unsatisfactory	Taking into account only clerk's view- 20% responded very good, 40% responded good, 30% responded average, 10% responded unsatisfactory for justification of appraisal methods.

44.Work place

Manager

Good
10%

Very Good
30%

Excellent
60%

- ■ Excellent
- ■ Very Good
- □ Good

Taking into account only manager's view- 60% responded excellent, 30% responded very good and 10% responded good for workplace.

Officer

Average
39%

Very Good
35%

Good
26%

- ■ Very Good
- ■ Good
- □ Average

Taking into account only officer's view- 35% responded excellent, 26% responded very good, 39% responded good for workplace.

Clerk

Unsatisfact
ory
25%

Good
30%

Average
45%

- ■ Good
- ■ Average
- □ Unsatisfactory

Taking into account only clerk's view -30% responded excellent, 45% responded very good, 25% responded good for workplace.

45. Concern about good human relations

Manager

Average 5%
Good 25%
Excellent 35%
Very Good 35%

Legend:
- Excellent
- Very Good
- Good
- Average

Taking into account only manager's view- 35% responded excellent, 35% responded very good, 25% responded good, 5% responded average for concern about good human relations.

Officer
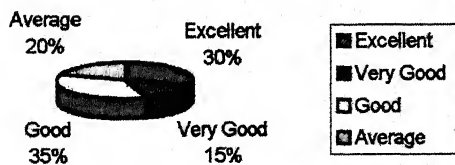
Average 20%
Excellent 30%
Good 35%
Very Good 15%

Legend:
- Excellent
- Very Good
- Good
- Average

Taking into account only officer's view- 30% responded excellent, 15% responded very good, 35% responded good, 20% responded average for concern about good human relations.

Clerk

Unsatisfactory 15%
Excellent 15%
Average 20%
Very Good 25%
Good 25%

Legend:
- Excellent
- Very Good
- Good
- Average
- Unsatisfactory
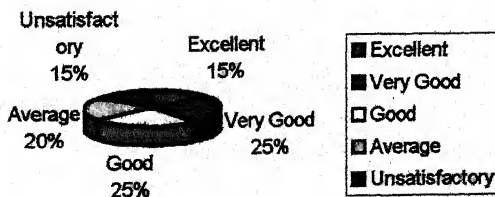
Taking into account only clerk's view- 15% responded excellent, 25% responded very good, 25% responded good, 20% responded average, 25% responded unsatisfactory for concern about good human relations.

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46. Acknowledging good performance

|	
Manager Good 35% Very Good 15% Excellent 50% ■ Excellent ■ Very Good □ Good	Taking into account only manager's view-50% responded excellent, 15% responded very good, 35% responded good for being acknowledged for good performance.
Officer Unsatisfactory 10% Average 15% Good 35% Excellent 20% Very Good 20% ■ Excellent ■ Very Good □ Good ▨ Average ■ Unsatisfactory	Taking into account only officer's view 20% responded excellent, 20% responded very good, 35% responded good, 15% responded average, 10% responded unsatisfactory for being acknowledged for good performance.
Clerk Unsatisfactory 15% Average 35% Good 10% Excellent 15% Very Good 25% ■ Excellent ■ Very Good □ Good ▨ Average ■ Unsatisfactory	Taking into account only clerk's view- 15% responded excellent, 25% responded very good, 10% responded good, 35% responded average, 15% responded unsatisfactory for being acknowledged for good performance.

47. Responding to your queries and needs

Manager

Manager

Unsatisfactory 5%

Good 20% Average 5%

Excellent 25%

Very Good 45%

- Excellent
- Very Good
- Good
- Average
- Unsatisfactory
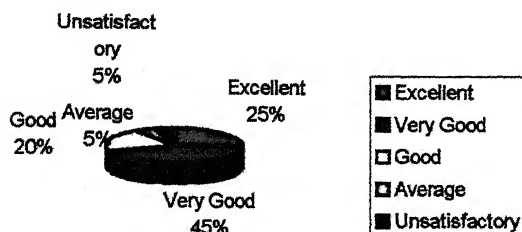
Taking into account only manager's view- 25% responded excellent, 45% responded very good, 20% responded good, 5% responded average, 5% responded unsatisfactory for responding to their queries and needs.

Officer
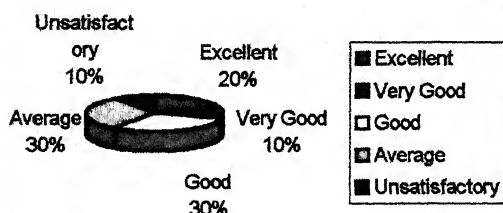
Officer

Unsatisfactory 10%

Excellent 20%

Average 30%

Very Good 10%

Good 30%

- Excellent
- Very Good
- Good
- Average
- Unsatisfactory

Taking into account only officer's view- 20% responded excellent, 10% responded very good, 30% responded good, 30% responded average, 10% responded unsatisfactory for responding to their queries and needs.

Clerk

Clerk

Excellent 10%

Average 40%

Very Good 10%

Good 40%

- Excellent
- Very Good
- Good
- Average
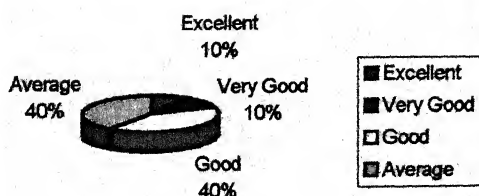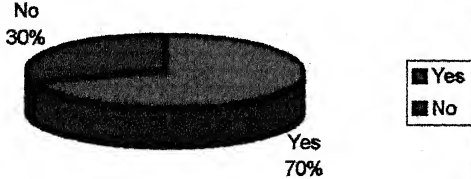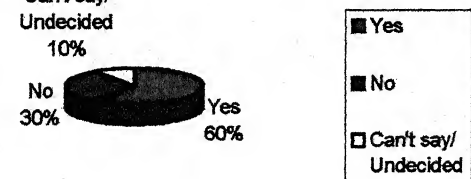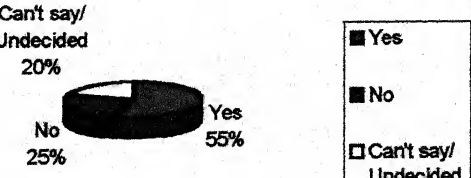
Taking into account only clerk's view 10% responded excellent, 10% responded very good, 40% responded good, 40% responded average for responding to their queries and needs.
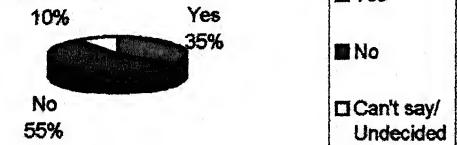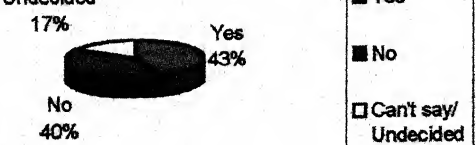
48. Use of effective people skills

Manager

Unsatisfactory 15%	
Good 25%	Excellent 30%
Very Good 30%	

Legend: ■ Excellent ■ Very Good □ Good ■ Unsatisfactory

Taking into account only manager's view- 30% responded excellent, 30% responded very good, 25% responded good, 15% responded average for effective use of people skills.

Officer

Unsatisfactory 5%	Excellent 30%
Average 20%	
Good 25%	Very Good 20%

Legend: ■ Excellent ■ Very Good □ Good ▨ Average ■ Unsatisfactory

Taking into account only officer's view- 30% responded excellent, 20% responded very good, 25% responded good, 20% responded average, 5% responded unsatisfactory for effective use of people skills.

Clerk

Unsatisfactory 5%	Excellent 20%
Average 35%	Very Good 10%
Good 30%	

Legend: ■ Excellent ■ Very Good □ Good ▨ Average ■ Unsatisfactory

Taking into account only clerk's view- 20% responded excellent, 10% responded very good, 30% responded good, 35% responded average, 5% responded unsatisfactory for effective use of people skills.

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49.Your Organization practice's benefits (fringe or any other) comparable to what other offices in your area are offering?

Manager	Taking into account only manager's view- 70% responded yes and 30% responded no for the information whether their organizations practice benefits (fringe or any other) comparable to what other offices in their area are offering or not.
Officer	Taking into account only officer's view- 60% responded yes, 30% responded no, 10% responded undecided for the information whether their organizations practice benefits (fringe or any other) comparable to what other offices in their area are offering or not.
Clerk	Taking into account only clerk's view- 55% responded yes, 25% responded no, 205-responded undecided for the information whether their organizations practice benefits (fringe or any other) comparable to what other offices in their area are offering or not.

50. Do you think that you are being compensated fairly?

Manager

Yes 45%

No 55%

■ Yes
■ No

Taking into account only manager's view- 45% responded yes and 55% responded no for the information whether they are being compensated fairly or not.

Officer

Can't say/ Undecided 10%

Yes 35%

No 55%

■ Yes
■ No
□ Can't say/ Undecided

Taking into account only officer's view 35% responded yes, 55% responded no, 10%-responded undecided for the information whether they are being compensated fairly or not.

Clerk

Can't say/ Undecided 17%

Yes 43%

No 40%

■ Yes
■ No
□ Can't say/ Undecided

Taking into account only clerk's view- 43% responded yes, 40% responded no, 17%-responded undecided for the information whether they are being compensated fairly or not.
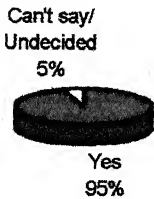
51. Does the Organization have clear policies related to salaries, raises and bonuses?

Manager No 25%, Yes 75%	Taking into account only manager's view- 75% responded yes, 25% responded no for the information whether their organization has clear policies related to salaries, raises and bonuses or not.
Officer Can't say/ Undecided 15%, Yes 30%, No 55%	Taking into account only officer's view- 30% responded yes, 55% responded no, 15% responded undecided for the information whether their organization has clear policies related to salaries, raises and bonuses or not.
Clerk Can't say/ Undecided 10%, Yes 45%, No 45%	Taking into account only clerk's view- 45% responded yes, 45% responded no, 10% responded undecided for the information whether their organization has clear policies related to salaries, raises and bonuses or not.

52. Are you aware of the contents of Personnel policies of the organization

Manager No 20% Yes / No Yes 80%	Taking into account only manager's view- 80% responded yes, 20% responded no for the information whether they are aware of the contents of personnel policies of the organization or not.
Officer Can't say/ Undecided 20% Yes 50% No 30% Yes / No / Can't say/ Undecided	Taking into account only officer's view- 50% responded yes, 30% responded no, 20% responded undecided for the information whether they are aware of the contents of personnel policies of the organization or not.
Clerk Can't say/ Undecided 15% Yes 45% No 40% Yes / No / Can't say/ Undecided	Taking into account only clerk's view- 45% responded yes, 40% responded no, 15% responded undecided for the information whether they are aware of the contents of personnel policies of the organization or not.

53.Are the policies revisited or revised from time to time or recently?

Manager Can't say/ Undecided 5% ■ Yes □ Can't say/ Undecided Yes 95%	Taking into account only manager's view- 95% responded yes, 5% responded no for the information whether policies are revisited or revised from time to time or recently or not.
Officer Can't say/ Undecided 15% No Yes 30% 55% ■ Yes ■ No □ Can't say/ Undecided	Taking into account only officer's view- 55% responded yes, 30% responded no, 15% responded undecided for the information whether policies are revisited or revised from time to time or recently or not.
Clerk Can't say/ Undecided 25% No Yes 15% 60% ■ Yes ■ No □ Can't say/ Undecided	Taking into account only clerk's view- 60% responded yes, 15% responded no, 25% responded undecided for the information whether policies are revisited or revised from time to time or recently or not.

54. Do you feel it is necessary to justify the appraisal method to the subordinates

Manager No 15% Yes 85% ■ Yes　■ No	Taking into account only manager's view 85% responded yes, 15% responded no for the information whether they feel it is necessary to justify the appraisal method to the subordinates or not.
Officer Can't say/ Undecided 15% No　Yes 30%　55% ■ Yes ■ No □ Can't say/ Undecided	Taking into account only officer's view- 55% responded yes, 30% responded no, 15% responded undecided for the information whether they feel it is necessary to justify the appraisal method to the subordinates or not.
Clerk Can't say/ Undecided 10% No 20% Yes 70% ■ Yes ■ No □ Can't say/ Undecided	Taking into account only clerk's view- 70% responded yes, 20% responded no, 10% responded undecided for the information whether they feel it is necessary to justify the appraisal method to the subordinates or not.

55. Are you satisfied with the promotion system in your organization

Manager	
Can't say/ Undecided 5% No 45% Yes 50% ■ Yes ■ No □ Can't say/ Undecided	Taking into account only manager's view 50% responded yes, 45% responded no, 5% responded undecided for the information whether they are satisfied with the promotion system in their organization or not.
Officer	
Can't say/ Undecided 5% Yes 35% No 60% ■ Yes ■ No □ Can't say/ Undecided	Taking into account only officer's view 35% responded yes, 60% responded no, 5% responded undecided for the information whether they are satisfied with the promotion system in their organization or not.
Clerk	
Can't say/ Undecided 20% Yes 45% No 35% ■ Yes ■ No □ Can't say/ Undecided	Taking into account only clerk's view- 45% responded yes, 35% responded no, 20% responded undecided for the information whether they are satisfied with the promotion system in their organization or not.

ANALYSIS OF THE FINDINGS

Factors	Analysis
Nature of Decision	Decision-making is selection of a course of action from among alternatives; it is at the core of planning. It has been seen that cooperative decision-making leads to sense of belongingness, involvement and clarity of objectives. In situations where the impact of a decision on people is strong, its importance is high because with it is attached size of commitment, flexibility of plans ,certainty or uncertainty of goals and premises the degree to which variables can be measured and the impact on people. During the survey it was found that 76.65% employees out of which 80% managers, 95% officers' 85% clerks agreed for cooperative decision-making while 15% employees (15% managers and 10% clerks) agreed for independent decision-making in the organization.
Recognition System	Consistent with reinforcement theory, rewarding a behavior with recognition immediately follow that behavior is likely to encourage its repetition. Recognition can take many forms. In today's highly competitive global economy most organizations are under severe cost pressures this makes recognition programs particularly attractive. One of the most well known and widely used recognition devices is the use of suggestion systems. During the survey it was found that 36.11% employees out of which 45% Managers, 60% Officers 40% Clerks were of opinion that that recognition system always highlight achievements of teammates while 32.77% employees out of which 30% Managers, 30% Officers 35% Clerks were of opinion that that recognition system frequently highlight achievements of teammates. It is easy to get work done willingly & enthusiastically from motivated employees as fair recognition system acts as a tool for control. The Japanese have been

	especially effective at making suggestion systems work.
Performance Appraisal	Performance Appraisal is a process of evaluating encamp performance of a job in terms of its requirements. Performance Appraisal has sometimes been referred to as Achilles heel of managerial staffing but it is a major key to managing itself. It is the basis of or determining who is promo-table to a higher position .From the findings it was found that Performance Appraisal is the step where the management finds out how effective it has been at hiring and placing employees. During the survey it was found that 33.3% employees out of which 50% managers, 30%officers and 38%clerks were of opinion that Performance Appraisal is carried out on the basis of personal judgments while 8% employees out of which 15% managers, 15%officers and 17%clerks were of opinion that Performance Appraisal is carried out on the basis of previously set standards which shows that there is biasness in the system and career planning has not been effectively integrated with it as a result employees are not satisfied with the present Performance Appraisal system. The ideal approach should be free from personal biasness & prejudices (idiosyncrasies).
Focus of CR	Confidential report is the document which contains heads on which the performance is upraised. During the survey it was found that 71.25% employees out of which 75% managers' 57% officers, 50% clerks were of opinion that confidential report maximally focuses on job performance while 15% employees out of which 20% managers' 11% officers, 20% clerks were of opinion that confidential report maximally focuses on personal evaluation. This shows that confidential report helps in career planning and development and the system is free from biasness as it is the sign of effective management.
Delegation of authority and Responsibility	Delegation of authority and responsibility is the

	tendency to disperse decision-making authority in an organized structure. During the survey it was found that 33.33% employees out of which 50% manager, 30% officers, 50% clerks were of opinion that it is always practiced while 36.66% employees out of which 45% managers, 45% officers 30% clerks were of opinion that it is practiced frequently. Delegation is necessary for an organization to exist and its practice shows that there is a balance in the organization.
Accomplishments & victories recognized in time & meaningful manner	From the survey it was found that accomplishments & victories recognized in time & meaningful manner improves the morale and satisfaction level of employees making them Y type of workers and it has been also found that these act as hygiene factors i.e. when these factors are adequate people will not be dissatisfied neither will they be satisfied. These are the characteristics that people find intrinsically rewarding. During the survey in the banking industry it was found that 36.12% employees out of which 45% managers, 55% Officers, 22% Clerks were of opinion that accomplishments & victories are always recognized while 20% employees out of which 35% managers, 10% Officers, 13% Clerks were of opinion that accomplishments & victories are frequently recognized in time and in meaningful manner.
Organization encourage mutual support, sharing of information, ideas and resources	Behavior is a function of its consequences. Motivation theorists have assumed that intrinsic motivations such as increasing mutual support, shoring of information, ideas and resources between managers and employees helps to establish benefit plans in which employees acquires stock as past of their benefits. During the survey in the banking industry it was found that only 46.6% organization (from the opinion of 50% Managers, 40% Officers and 60% Clerks) frequently encourages while 25% organization (from the opinion of 25% Managers,

	25% Officers and 10% Clerks) always encourages mutual support, sharing of information, ideas and resources between managers and other employees at times when any individual is over burdened with work.
Techniques/methods to maintain good relations	High levels of performance are partially a function of an absence of obstacles that constrain the employees. Same way importance of good relations show needs for affiliations ,the desire to be liked and accepted by others. Individuals with a high affiliation motive strive for friendship, prefer cooperative situations rather than competitive ones and desire relationship involving a high degree of mutual understanding. During the survey in the banking industry it was found that only 36.66% organization (from the opinion of 50% Managers, 35% Officers, and 25% Clerks) always practices while only 36.66% organization (from the opinion of 30% Managers, 45% Officers, and 40% Clerks) frequently practices measures, style, techniques and methods to maintain good relations with employees.
Organization offers career, training and development opportunities	Training education and development are three terms frequently used. These are the corner-stone of sound management for these make employees more effective and productive. It is also problem-solving device. Career Development is dynamic life-giving element to any organization. During the survey in the banking industry it was found that 38.3% organizations (from the opinion of 55% Managers, 35% Officers, and 40% Clerks) always offers while 28.3% organizations (from the opinion of 15% Managers, 25% Officers, and 30% Clerks) frequently offers career, training and development opportunities to employees as motivators. Elderfer has isolated growth needs on intrinsic desire far personal development.
Organization	No group can exist without communication and contacts. Communication serves four major functions within a group organization – control, motivation, emotional expression. and information.

encourages open communication and routine contact	For groups to perform effectively, they need to maintain some form of control ever members, stimulate members to perform, provide a means for emotional expression and make decision choices. Almost every communication interaction that takes place in a group or organization performs one or more of these four functions. During the survey in the banking industry it was found that only 31.66% organization (from the opinion of 40% Managers, 35% Officers, and 25% Clerks) frequently encourages while 25% organization (from the opinion of 40% Managers, 20% Officers, and 20% Clerks) always encourages open communication and routine contact between them and their superiors/ subordinates.
Job involvement	Job involvement has been found at maximum degree if the physical abilities and skills matches with the abilities, knowledge and skill required for the job to perform. This means selecting right man at right job at right time. The employees with a high level of job involvement strongly identify with and really care about the kind of work they do. High levels of job involvement are related to fewer absences and lower resignation rates. During the survey in the banking industry it was found that 66.6%employees out of which 75% Managers, 70% Officers, and 55% Clerks were of opinion that they are always involved while 26.6%employees out of which 25% Managers, 25% Officers, and 30% Clerks were of opinion that they are frequently involved with the job assigned to them.
Employee evolvement in decision-making process with in the	Employee evolvement has become a convenient catchall term to cover a variety of techniques. It is a participative process that organization uses entire capacity of employees and is designed to encourage increased commitment to the organization's success. The underlying logic involving workers in those decisions that affect them and increasing this autonomy and control over their work live, employees will become more motivated, more committed to the organization, more productive and more satisfied with their jobs.

jurisdiction	During the survey in the banking industry it was found that 35% employees out of which 15% Managers, 40% Officers, and 45% Clerks were of opinion that they are frequently involved while 28.3% employees out of which 50% Managers, 20% Officers, and 15% Clerks were of opinion that they are always involved in decision-making process with in the jurisdiction *of* their authority by superior/ Organization.
Respect for individuals	Attitudes are evaluative statements either favorable or unfavorable concerning objects, people or events. They reflect hew one feels about some thing. It has been observed that if any organization has positive attitude towards its employees it is reflected in the culture & values of the organization. If Individuals perceive respect by the organization they feel job satisfaction, job involvement and commitment. During the survey in the banking industry it was found that 40% organizations (from the opinion of 70% Managers, 35% Officers, and 25% Clerks) always had while 36.66% organizations (from the opinion of 15% Managers, 45% Officers, and 40% Clerks)frequently had respect for individuals.
Organization promotes innovation	Innovation is more specialized kind of change. Innovation is a process where new ideas are accepted or promoted to be applied to initiating or improving a product, process or service. Within the human resource category, innovative organization actively promotes the training and development of their members, so that they keep current and offer high job security. During the survey in the banking industry it was found that 36.6% organizations (from the opinion of 35% Managers, 40% Officers, and 25% Clerks) frequently promotes while 40% organizations (from the opinion of 45% Managers, 25% Officers, and 25% Clerks) always promotes innovation.
	Quality of working life program is a means of increasing productivity and reducing inflation and a way of obtaining indusial democracy and minimizing labor disputes. Even Quality circles concept has improved employee productivity and

Organization promotes quality and safe work place	satisfaction. This shows that if organization promotes quality and safe work place, up to a large extent the industrial disputes can be minimized. During the survey in the banking industry it was found that only 48.3% organization (from the opinion of 55% Managers, 35% Officers, and 55% Clerks) always promotes while 28.33% organizations (from the opinion of 25% Managers, 50% Officers, and 10% Clerks) frequently promotes quality and safe work place
Supervisors listen carefully to teammate's ideas and suggestions	Participative management is process in which subordinates share a significant degree of decision making power with their immediate superiors. Lack of Participative management may lead to poor morale and low productivity. It has modest influence on employee productivity, motivation and job satisfaction. It can be beneficial only under the right conditions. During the survey in the banking industry it was found that 41.6% employees out of which 60% Managers, 50% Officers, and 15% Clerks were of opinion that their supervisors frequently listen while 26.66% employees out of which 25% Managers, 25% Officers, and 20% Clerks were of opinion that their supervisors always listen to teammate's ideas and suggestions .
Organization reward individuals for their loyalty and performance	Organization reward individuals for this loyalty and performance by providing them opportunities for education and promoting them from within and helping them in their personal growth .High rewards accompanying high dissonance tend to reduce the tension inherent in the dissonance. We all know that reinforcement has undoubtedly important influence on behavior. The behaviors we engage in at work and the amount of effort we allocate to each task are affected by the consequence that follows from our behavior. Hence if the organization rewards for loyalty and performance will be the positive reinforcement else negative. During the survey in the banking industry it was found that only 35% organization (from the opinion

	of 25% Managers, 70% Officers, and 10% Clerks) frequently rewards while 30% organizations (from the opinion of 50% Managers, 15% Officers, and 25% Clerks) always reward individuals for their loyalty and performance by providing them opportunities for education and promoting them from within and helping them in their personal growth.
Fair policies	Perception is a process by which individuals organize and interpret their sensory impressions in orders to give meaning to their environment. Hence perceiving of policies as fair is very important, as generalization is not without advantages. It's a means of simplifying a complex world and it permits us to maintain consistency. During the survey in the banking industry it was found that 35% employees out of which 30% Managers, 35% Officers, and 40% Clerks were of opinion that they frequently perceive while 28.86% employees out of which 40% Managers, 30% Officers, and 10% Clerks were of opinion that they always perceive policies as fair.
Are all persons in the organization required to follow the policies (formally and informally	The concept of an organization is an artificial notion. Almost all organizations have policies procedures rules and other formal documentations that limit and shape behaviors. The formal documentations set standards of acceptable and unacceptable behaviors and allows us to predict a good deal of an employee's on the job behaviors. When one joins an organization he is expected to adapt to its norms of acceptable behaviors. To the degree that employees accept their organization's rules, roles and norms, the latter become constraints on behavioral choices. During the survey in the banking industry it was found that 64.44 % employees out of which 65% Managers, 60% Officers, and 60% Clerks were of opinion that all persons are always required while 30% employees out of which 35% Managers, 35% Officers, and 20% Clerks were of opinion that all persons are frequently required to follow the policies (formally and informally).
	Values-basic convictions that a specific mode of

All teammates show understanding, patience, and respect for the dignity and worth of everyone	conduct or end state of existence is personally socially preferable to an opposite or converse mode of conduct or end state of existence contain a judgmental element in that they carry an individuals idea's as to what is right ,good or desirable. Values have both content and intensity attributes. All of us have a hierarchy of values that forms our value system this system is identified by the relative importance we assign to such values. During the survey in the banking industry it was found that 41.66% employees out of which 40% Managers, 55% Officers, and 30% Clerks were of opinion that all teammates frequently show while 36.66% employees out of which 45% Managers, 25% Officers, and 40% Clerks were of opinion that all teammates always show understanding, patience, and respect for the dignity and worth of everyone.
Trust	The notion that managers and organization can control level of employee's job satisfaction is inherently attractive. Peoples get more out of work than merely money or tangible achievements. Work also fills the need for social interaction. Therefore having friendly trustworthy and supportive superiors lead to increased job satisfaction. The behavior of one's boss is also a major determinant of satisfaction. Studies generally find that employee's satisfaction is increased when the immediate supervisor is understanding, friendly trustworthy, offers praise for goods performance, listens to employees opinions and shows a personal interest in them. The less trust there is the higher the level of political behaviors of the illegitimate kind. During the survey in the banking industry it was found that 40% employees out of which 45% Managers, 45% Officers, and 30% Clerks were of opinion that all teammates frequently trust while 36.66% employees out of which 50% Managers, 30% Officers, and 30% Clerks were of opinion that all teammates always trust their supervisors .
	A major goal of performance evaluation is to assess accurately on individuals performance contribution

Consistent timely and fair method for evaluating individual performance	as a basic for making rewards allocation decisions. The concept of due process can be applied to appraisals to increase the perception that employees are treated fairly. There is considerable evidence that evaluation system often violate employee's due process by providing them with infrequent and relatively general performance feedback, allowing them little input into the appraisal process and knowingly introducing bias into performance ratings.

During the survey 30% organization (from the opinion of 25% Managers, 35% Officers, and 30% Clerks) frequently have while 28.33% organization (from the opinion of 50% Managers, 30% Officers, and 15% Clerks) always have consistent timely and fair method for evaluating individual performance. |
| Fringe benefits | Fringe benefits also know as flexible benefits allows employees top pick and choose from among a many of benefits options .The idea is to allow each employee to choose a benefit package that is individually tailored to his or her own needs and situation .Thus flexible benefits turn the benefits expenditure into a motivator. For employees flexibility is attractive because they can tailor their benefits and levels of coverage to their own needs.

During the survey in the banking industry it was found that 21.66% employees out of which 35% Managers, 60% Officers, and 10% Clerks were of opinion that they never have while 16.66% employees out of which 20% Managers were of opinion that they sometimes have fringe benefits at their disposal that they can offer to the subordinate to avoid dissatisfaction.

During the survey in the banking industry it was found that 61.66% employees out of which 70% Managers, 60% Officers, and 55% Clerks were of opinion that their organization practices while 27.77% employees out of which 30% Managers, 30% Officers and 25% Clerks were of opinion that their organization do not practices benefits (fringe or other) comparable to what other offices in their |

	area are offering.
Discretion regarding the promotion of subordinates	Promotion decisions have consistently been found to be one of the most political in organization. The opportunity for promotion as advancement encourages people to compete for a limited resource and to try to positively influence the decision outcome. If a segment of this decision lies within the immediate superiors more comfortable employees feel as they have direct contact with them. During the survey in the banking industry it was found that 18.33% employees out of which 30% Officers were of opinion that they rarely have while 15% employees out of which 55% Managers were of opinion that they always have discretion regarding the promotion of their subordinates.
Deliberate structures or roles are designed and maintained	Role ambiguity means that the prescribed behaviors of the employees are not clear. Certain attitudes and actual behaviors consistent with role and structure create a role identity. If deliberate structure or roles are not maintained they increase internal tension and frustration, withdrawal, stalling, negotiation and last but not least redefining the facts or the situation to make them appear congruent. During the survey in the banking industry it was found that 31.66% employees out of which 15% Managers, 20% Officers, and 20% Clerks were of opinion that deliberate structures or roles are frequently designed and maintained while 23.33% employees out of which 25% Managers, 30% Officers, and 30% Clerks were of opinion that deliberate structures or roles are sometimes designed and maintained for the people to work efficiently towards accomplishment of its goals.
	Most org, have some type of systematic training program., Social learning theory offers such a guide .it tells us that training should offer a model to grab the trainees attention, provide motivational properties, help to file away what he or she has learned, provide opportunity to practice new

Training courses carried out to facilitate employees to cope up with changing socio-economic condition leading to generation of new order of aspirations, expectations and work values, affecting working climate	behaviors, offer positive rewards for accomplishments. The workshops should be offered as they help employees to improve their problem solving communication negotiation conflict- management and coaching skills . groups within the organization have diverse goals. During the survey in the banking industry it was found that 36.66% organization from the opinion of 75% Managers, 55% Officers, and 20% Clerks always had while 30% organization from the opinion of 15% Managers, 20% Officers, and 20% Clerks frequently had training courses to facilitate employees to cope up with changing socio-economic condition leading to generation of new order of aspirations, expectations and work values, affecting working climate. During the survey in the banking industry it was found that 33.33% employees out of which 30% Managers, 40% Officers, and 30% Clerks were of opinion that training functions are frequently linked while 21.66% employees out of which 40% Managers and 10% Clerks were of opinion that training functions are always linked with the other system for effectiveness, as the line mgt. *is* not involved in the training functions .
Organization look for ways to streamline processes and make them more efficient	If the streamlining of processes is not carried it may lead to conflict process resulting in decreased efficiency and effectiveness. The conflict process can be seen as comprising five stages potential opposition or incompatibility, cognition and personalization, intentions ,behaviors and outcomes. Some times to streamline the process in the organization reengineering of process may have to be carried changing the attitudes and perception of workers to uplift their morale. During the survey in the banking industry it was found that 41.66% organization (from the opinion of 45% Managers, 45% Officers, and 35% Clerks) always look for ways to streamline processes and make them more efficient while 40% organization (from the opinion of 40% Managers, 35% Officers, and 45% Clerks) frequently look for ways to

	streamline processes and make them more efficient
Individuals have clear, achievable goals and standards for their positions.	Planning is one of the most important functions of management. It encompasses defining an organization and each employee's goals & standards. Strategy develops a comprehensive hierarchy of plans to integrate and coordinate activities. This results in optimum utilization of all resources and leading to affective and efficient employees with high morale and satisfaction level, thus making and organization a success. During the survey in the banking industry it was found that 28.33% employees out of which 20% Managers, 15% Officers, and 50% Clerks were of opinion that all individuals sometimes have while 26.66% employees out of which 35% Managers, 35% Officers, and 10% Clerks were of opinion that all individuals frequently have clear, achievable goals and standards for their positions
Supervisor ensures that their instructions are clear, understandable and complete and uses interactive skills	During the survey in the banking industry it was found that 40% employees out of which 40% Managers, 50% Officers, and 30% Clerks were of opinion that Supervisor frequently ensures while 35% employees out of which 45% Managers, 30% Officers, and 30% Clerks were of opinion that Supervisor always ensures that their instructions are clear, understandable and complete and uses interactive skills.
A friendly atmosphere is important in motivating the employees in an organization	It has been found that organization that offer an umbrella of work /family programs such as child and care flexible hours, job sharing, telecommuting etc. have reduced conflict between work and family obligations, resulting improved employees morale and productivity and reducing absenteeism. During the survey in the banking industry it was found that 56.66% employees out of which 60% Managers, 55% Officers, and 50% Clerks were of opinion a friendly atmosphere is always important while 33.33% employees out of which 30% Managers, 45% Officers, and 30% Clerks were of opinion that friendly atmosphere is frequently important in motivating the employees in an organization .

	During the survey in the banking industry it was found that 25% employees out of which 10% Managers, 26% Officers, and 30% Clerks were of opinion that work place is good while 23.33% employees out of which 30% Managers, and 35% Officers were of opinion that work place is very good
Sense of belongingness amongst employees towards the organization	When an org–takes on institutional permanence acceptable modes of behaviors become largely self evident to its members. This gives rise to organizational culture where common perception help by the organization's members having a system of shared meaning and sense of belongingness. This leads to innovation and stability and reduces risk aggressiveness. During the survey in the banking industry it was found that 38.33% organization (from the opinion of 55% Managers, 35% Officers, and 25% Clerks) always make while 31.66% organization (from the opinion of 35% Managers, 40% Officers, and 20% Clerks) frequently make any efforts to inculcate a sense of belongingness amongst employees towards the organization
The equipment (computers) you are provided with, function properly	The most common form of group decision making takes place in interacting group. The most recent approach to group decision making blends the nominal group technique with sophisticated computer technology. Once the technology and equipments are in place the concept is simple. The major advantages of these equipments are anonymity, honesty and speed. If these equipments work properly and training is also provided, inculcates high spirit of job involvement, ultimately leading to effective and efficient employees and organization. During the survey in the banking industry it was found that 35% employees out of which 25% Managers, 45% Officers, and 35% Clerks were of opinion that the equipment (computers) frequently function properly while 31.66% employees out of which 40% Managers, 35% Officers, and 25% Clerks were of opinion that the equipment (computers) they are provided with always function properly.

For promotions CR are to be filled by superiors. Are the bases of judgments known to employees	The criteria or criterion that management chooses to evaluate, when appraising employee performance have a major influence on what employees do. The three most popular sets of criteria are individual's task outcomes, behaviors and traits. Everyone may not be perfect on all the 3 sets. If they are known before hand one can improve the criterion set and can have the advantage of effort of performance and performance reward linkages. If the employees perceive that the effort they exert leads to a favorable performance evaluation and that the favorable evaluation will lead to the reward that they value will maximize motivation. On the other hand if objectives that employees are expected to achieve are unclear and the criteria for measuring those objectives are vague and if the employees lack confidence that their efforts will lead to a satisfactory appraisal of their performance or believe that there will be an unsatisfactory payoff by the organization. When their performance objectives are achieved, we can expect individuals to work considerably below their potential. During the survey in the banking industry it was found that 42.22% employees out of which 25% Managers, 55% Officers, and 45% Clerks were of opinion that the bases of judgments are always known while 21.11% employees out of which 10% Managers, 25% Officers and 30% Clerks were of opinion that the bases of judgments are frequently known to employees. During the survey in the banking industry it was found that 46.66% employees out of which 45% Managers, 60% Officers, and 35% Clerks were of opinion that they are not satisfied with the promotion system in their organization while 43.33% employees out of which 50% Managers, 35% Officers and 45 % Clerks were of opinion that they are satisfied with the promotion system in their organization.

Does C. R. Serve as a <u>source</u> of motivator	Once the employee has been selected trained and motivated, he is them appraised for his performance. Performance appraisal is a process of evaluating an employee's performance of a job in terms of its requirements. Confidential report is a most significant and indispensable tool for management. If confidential report correctly filled provides consistent promotion and compensation, base for coaching and counseling and last but not least provide an adequate feedback for one's performance. It also serves as a basis for improving or changing behavior toward some more effective working habits. It also meets training needs and aspirations. It serves to stimulate and guide employee development. If confidential report is filled properly it may act as a motivator, and a highly motivated employee is an asset to the organization. During the survey in the banking industry it was found that 35.55% employees out of which 40% Managers, 40 % Officers, and 25% Clerks were of opinion that C. R. always Serve as a source of motivator show while 35% employees out of which 30% Managers, 40% Officers, and 35% Clerks were of opinion that C. R. requently Serve as a source of motivator.
Employee benefits	The Glossary of current Industrial Relations and wage terms has defined Benefits as "Supplement to wages received by workers at a cost to employees. These benefits satisfy social and economics goals of employees. They also help to keep in line similar organization, to retain and protect employees, to improve moral and create a helpful and positive attitude. During the survey in the banking industry it was found that 40% employees out of which 30% Managers, 55% Officers, and 40% Clerks were of opinion that employee benefits are good while 28.33% employees out of which 35% Managers, 20% Officers, and 35% Clerks were of opinion that employee benefits are very good.

The contents of Personnel policies of the organization	The personnel policies are key stone in the arch of mot, statements of intention and a positive attitude declaration and a command to an organization. These help to secure employee cooperation, sense of unity, competent and trained personnel and protect the common interests of all the parties and recognize the role of trade unions in the organization. They also express basic philosophy of Human Relation and reflect its deep underlying connections as to the importance of people in an org. and of the management activity dealing with employees. Hence every organization should have clear policies.

During the survey in the banking industry it was found that 41.66% employees out of which 35% Managers, 35% Officers, and 50% Clerks were of opinion that the contents of Personnel policies of the organization are good while 21.66% employees out of which 41% Managers, 25% Officers, and 15% Clerks were of opinion that the contents of Personnel policies of the organization are very good.

During the survey in the banking industry it was found that 58.33 % employees out of which 80% Managers, 50% Officers, and 45% Clerks were of opinion that they are aware of the contents of Personnel policies of the organization while 30% employees out of which 20% Managers, 30% Officers, and 40% Clerks were of opinion that they are not aware of the contents of Personnel policies of the organization.

During the survey in the banking industry it was found that 50% employees out of which 75% Managers, 30% Officers, and 45% Clerks were of opinion that the organization do have clear policies related to salaries, raises and bonus while 41.66% employees out of which 25% Managers, 55% Officers, and 45% Clerks were of opinion that the organization does not have clear policies related to salaries, raises and bonus. |

	During the survey in the banking industry it was found that 70% employees out of which 95% Managers, 55% Officers, and 60% Clerks were of opinion that the policies are revised or revisited from time to time or recently while 15% employees out of which 30% Officers and 15% Clerks were of opinion that the the policies are not revised or revisited from time to time or recently.
Compensation.	Compensation may be defined as money received in the performance of work plus the many kinds of benefits and services that organizations provide their employees. Well-compensated employees show high level of satisfaction.
	During the survey in the banking industry it was found that 40% employees out of which 25% Managers, 45% Officers, and 15% Clerks were of opinion that compensation is good while 21.66% employees out of which 15% Managers, 20% Officers, and 5% Clerks were of opinion that compensation is very good while 21.66% employees out of which 15% Managers, 20% Officers, and 35% Clerks were of opinion that compensation is average.
	During the survey in the banking industry it was found that 55% employees out of which 55% Managers, 55% Officers, and 40% Clerks were of opinion that they are not being compensated fairly while 33.33% employees out of which 45% Managers, 35% Officers, and 43% Clerks were of opinion that they are being compensated fairly.
Supervisor's leadership skills.	Leadership is the ability to influence a group towards the achievement of goals. If the followers seek that their leader is self-aware, self-managed, self-motivated and has empathy and social skills, they start trusting them. When followers trust a leader, they are willing to be Vulnerable to the leader's actions. Finding a good leader is a positive sigh for satisfaction and motivation.
	During the survey in the banking industry it was found that 36.66% employees out of which 55%

	Managers, 35% Officers, and 15% Clerks were of opinion that Supervisor's leadership skills are very good while 28.33% employees out of which 25% Managers, 25% Officers, and 35% Clerks were of opinion that Supervisor's leadership skills are good.
Stretch of working hours.	Working hours if suitable to the human nature leads to devotion for work otherwise create dissatisfaction. During the survey in the banking industry it was found that 41.66% employees out of which 35% Managers, 35% Officers, and 50% Clerks were of opinion that stretch of working hours are good show while 21.66% employees out of which 41% Managers, 25% Officers, and 15% Clerks were of opinion that stretch of working hours are very good .
Justification of appraisal methods.	Several methods and techniques of appraisal are available for measurement the performance of an employee the performance of an employee. The methods and scales differ for obvious reasons. There is little agreement on the best method to evaluate managerial professional or salaried performance. Proper Justification of appraise method should be provided to employees in order to create and maintain a satisfactory level of performance of employees in their present jobs, to highlight needs and opportunities, aid in decision-making for promotions, transfers and discharges. Justification also helps to promote unpretending between superior & subordinate. During the survey it was found that 70% employees out of which 85% Managers, 55% Officers, and 70% Clerks were of opinion that it is necessary to justify the appraisal method to the subordinates while 21.66% employees out of which 15% Managers, 30% Officers, and 20% Clerks were of opinion that it is not necessary to justify the appraisal method to the subordinates. During the survey in the banking industry it was

	found that 26.66% employees out of which 25% Managers, 15% Officers, and 40% Clerks were of opinion that justification of appraisal methods are good while 20% employees out of which 30% Managers, 10% Officers, and 20% Clerks were of opinion that justification of appraisal methods are very good.
Work place.	Employee satisfaction and dissatisfaction can be expressed in number of ways. Managers should be interested in their employee's attitudes regarding work place as these provide warning of potential problems and influence their behavior. Satisfied and committed employees have lower rates of turnover absenteeism and grievances and cognitive dissonance org. Friendly-family work place and good working conditions increases productivity and retain first-class-workers. During the survey in the banking industry it was found that 25 % employees out of which 30% Managers and 35% Officers were of opinion work place is very good while 23.66% employees out of which 10% Managers, 26% Officers and 30% Clerks were of opinion that work place is good .
Concern about good human relations.	Knowledge of the people, their urges and behavior is the first step in developing Human relations. Good human relations help to develop and maintain friendly family workplace, and also develop dignity and respect among the individuals. Good Human Relation helps to grow the personality of employees in farms of honesty integrity, truthfulness. Loyalty, tolerance, fairness, firmness, broadmindedness and to increase employee morale. During the survey in the banking industry it was found that 28.33% employees out of which 25% Managers, 35% Officers, and 25% Clerks were of opinion that concern about good human relations are good while 26.66% employees out of which 35% Managers, 30% Officers and 15% Clerks were of opinion that concern about good human relations are very good.

Acknowledging good performance.	In today's highly competitive global economy, most org. are under sever cost pressures this makes recognition programs particularly attractive. In contrast to most other motivators, recognizing on employees superior performance after costs little or no money but on other hand encourage increased commitment, autonomy and control, motivating and leading to satisfaction. During the survey in the banking industry it was found that 28.33% employees out of which 50% Managers, 20% Officers, and 15% Clerks were of opinion there is excellent acknowledement of good performance is while 26.66% employees out of which 35% Managers, 35% Officers and 10% Clerks were of opinion that acknowledgment of good performance is good.
Responding to queries and needs	Motivation theories basically propose that individuals are motivated to the extent that their behavior is expected to lead to desired outcomes. Need threes has received under recognition, it has been found that unsatisfied needs motivate and satisfied need activates movement to a new need level, and high achievers are strongly motivated and are successful entrepreneurs. Hence the needs and queries of employees should be given due attention. During the survey in the banking industry it was found that 30% employees out of which 20% Managers, 30% Officers, and 40% Clerks were of opinion that superiors' response to their queries and needs is good while 25% employees out of which 5% Managers, 30% Officers and 40% Clerks were of opinion that superiors' response to their queries and needs is average.
Use of effective people skills	All jobs require some specialized expertise and many develop their skills or the job. It's clear that skills on the job. It's dear that superiors should have skill of utilizing the human skills effectively, because on this depends the affectivity, success and future prospects of the organization. During the survey it was found that 26.66% employees out of which 25% Managers, 25%

	Officers, and 30% Clerks were of opinion that use of effective people skills is good while . 26.66% employees out of which 30% Managers, 30% Officers, and 20% Clerks were of opinion that use of effective people skills is excellent.
Individuals have opportunities to socialize with one another during the workday	Socialization is process that adopts employees to the organization's cultures. No matters how good a job the organization does in recruitment and selection, new employees are not fully indoctrinated in the organization's culture. This makes members feel accepted, self confident and helps to understand the system, increases the employee's productivity, his commitment to the organization, and reduces his propensity to leave the organization. During the survey in the banking industry it was found that 30% employees out of which 40% Managers, 40% Officers, and 10% Clerks were of opinion that individuals frequently have while 28.33% employees out of which 25% Managers, 35% Officers, and 25% Clerks were of opinion that individuals always have opportunities to socialize with one another during the workday

Chapter Eight

CONCLUSIONS AND SUGGESTIONS

1. Conclusions of the findings

2. Suggestions

CONCLUSION

The term Job satisfaction refers to an individual's general attitude toward his as her job. A person with a high level of Job satisfaction holds positive attitudes while dissatisfaction holds negative attitudes about the Job. When people speak of employee attitudes more often than not they mean Job satisfaction. The two are frequently interchangeable. Job satisfaction is a dependent variable which can be said as the difference between the amounts of rewards workers receive and the amount they believe they should receive. Jobs represent an attitude rather than a behavior because it demonstrates relationship to performance factors and the value preferences. It is belief that satisfied employees are more productive than dissatisfied employees.

Now days the managers not only concern about the quantity of life (higher productivity and material acquisitions) but also with its quality. Individuals with strong humanistic values argue that satisfaction has become legitimate objective of an organization. Satisfaction is negatively related to absenteeism and turnover, and organization has responsibility to provide employees with jobs that are challenging and intrinsically rewarding. As it has been stated that Job satisfaction is a dependents variable, it depends on individual-level variables. This indicates that people enter organization with certain characteristics that influences their behavior at work. The more obvious of these are personal or biographical characteristics such as age, gender, marital states, personality characteristics, inherent emotional framework, values and attitudes, and basic ability levels. These characteristics are essentially intact when an individual enters the work force and for the most part, there is little management can do to after them, yet they have a very real impact on employee behavior. Therefore each of these factors biographical, ability, values, attitudes, personality and emotion should be given an extra care. There are other individual-level variables that have shown affect on employee satisfaction-perception, individual decision making, learning and motivation.

The behavior of people in groups is more then the sum total of all the individuals acting in their own way. It was observed /acknowledged during the survey that people's behavior when they are in groups is different from their behavior when they are alone. Just as groups are more than the sum of their individual members so are organization's more than the sums of their member groups. The design of the formal org. work processes and jobs, the organization's human resource policies and practices (selection, training programs, and performance evaluation) and the internal culture all have an impact on the dependent variables.Ultimately managers and all employees of the organization need to develop their interpersonal or people skills. If they want to be effective and efficient in their jobs, in order to feel satisfied with the job.

The relationship between age and job satisfaction is an issue of increasing importance. There is widespread belief that Job satisfaction declines with

increasing age, reasons are job performance declines with age, aging of workforce, and third is outlaws mandatory retirement. It has been found during the survey that women are more willing to conform to authority and that men are more aggressive and more likely then woman to have expectations of success, but those differences are minor. Gender does not affect job satisfaction. Discipline does have a place in organization. Employee Discipline is very must in organization and to carry of discipline action costs in terms of time and money and above that it may provide only a short-term solution and result in serious side effects.Our perception of people differs from our perceptions of inanimate objects such as desks, machines or buildings. We make judgments about others in many ways projection, stereotyping. When superiors make judgments about subordinates they may practice of the methods.Employees Performance Appraisal is very much dependent on perceptual process as it is assessment of work ones the past year.Loyalty is another important Judgment as assessment or commitment is highly judgmental.Flexible benefits allow employees to pick and choose from among a menu of benefit options.Org. create rules procedures policies job descriptions and other forms of formal regulations that the organization imposes on all its employees, the more the behavior of work group members will be consistent and predictable ,giving a clear picture of intentions and needs/ queries of individuals so that proper measures can be taken in right to maintain and retain production employees.Existence of clear roles and structure in org helps to define who reports to when who makes decisions and what decisions individuals or groups are empowered to make.

Three important variables of human behavior have been discussed, viz., attitudes, values and job-satisfaction., Attitudes represent a persistent tendency to feel and behave in a particular way towards some object. Attitudes are not learned. They are acquired from several sources, the more important of them being direct experience with the object, associating an object with another about which an attitude had already been formed, from family and peer groups, from the neighborhood, economic status and occupations, and mass communications. Attitudes perform four important functions, *viz.*, utilitarian, ego defense, value expressive, and knowledge. These functions help us respond to individuals or objects in a meaningful way.' Attitudes endure, but they can be changed. It is in the best interest of the organization to try for a change. But change is rather difficult because of certain barriers. Such barriers include cognitive dissonance, prior commitments and insufficient information. . Barriers can be overcome and' it is possible to change attitudes. Providing new information, use of fear, influence of friends or peers, co-opting and others, are the popular ways of changing attitudes. Attitudes are significant for managers because of their impact on employee behavior, attitudinal influence on perception, job-satisfaction, job involvement, and organizational commitment.

Value is tinged with moral flour, involving an individual's judgment of what is right, good or desirable. Values are of two types, terminal and instrumental.

A terminal value is an ultimate goal. Instrumental value represents a means to achieve terminal value. As in attitudes, values are acquired through experiences with people and institutions. Values are important to the study of organizational behavior because they influence employees' Perception, attitudes and (through them) their behavior. Job-satisfaction represents a person's feelings towards his job. Job satisfaction receives the attention of researchers and practicing managers because of its effect on employee turnover, absenteeism, accidents, unionization, and indirectly on productivity. Job-satisfaction depends on the nature of work, promotion chances, and quality of supervision, work group, and working conditions. Attempts have been made to measure job-satisfaction. Measurement of Satisfaction benefits management because it helps managers know the general level of satisfaction of employees; communication - upward communication - improves; attitudes change for the better; reasons for absenteeism and turnover are known; and help to assess the training needs of employees. Benefits are available only when top management is committed to the measurement and extends all encouragement and cooperation for the successful administration of a survey.

Employees should be encouraged to commit themselves to create a dedicated workforce for banking institution. To encourage "Competitive culture" seniority based promotion policy should be abolished. For a competent employee "Time Span" to be prompted to the next rank should be verified. To maintain satisfied and dedicated work force performance based compensation package should be introduced. Besides financial motivation, other ways to be found to motivate employees. Trade unions are meant for employees and organizational betterment. So, if any negative elements are there, it should be removed to offer better customer services. Frequent transfers lead someone to furnish with day-to-day work only. Transfer policy should be verified for overall development of banking industry. Greatest concern has been seen for recoveries against social banking. Government and management should introduce policies to recover loans offered under Government's scheme. While farming bank's policy besides external factors, management should consider workforce's opinion.

Decision-making is selection of a course of action from among alternatives; it is at the core of planning. It has been seen that cooperative decision-making leads to sense of belongingness, involvement and clarity of objectives. In situations where the impact of a decision on people is strong, its importance is high because with it is attached size of commitment, flexibility of plans , certainty or uncertainty of goals and premises the degree to which variables can be measured and the impact on people. Employes were highly satisfied with the decision making process in the organizations. Consistent with reinforcement theory, rewarding a behavior with recognition immediately follow that behavior is likely to encourage its repetition. It is easy to get work done willingly & enthusiastically from motivated employees as fair recognition system acts as a tool for control. The Japanese have been

especially effective at making suggestion systems work. Employes were satisfied with the recognition system in the organizations.

Performance Appraisal is a process of evaluating encamp performance of a job in terms of its requirements. Performance Appraisal has sometimes been referred to as Achilles heel of managerial staffing but it is a major key to managing itself. The ideal approach should be free from personal biasness & prejudices (idiosyncrasies). Employes were highly dissatisfied with the Performance Appraisal is a process as performance evaluation is based on personal judgements in the organizations.Confidential report is the document which contains heads on which the performance is upraised. Employes were highly satisfied with the contents or focus of the confidential report in the organizations.

Job authority is defined as the extent *of* discretion or influence that the job incumbent exercises in making Job related decisions. *Job accountability* is the degree to which a job incumbent answers for or feels responsible and is asked to answer for his or her work decisions and behavior.Delegation of authority and responsibility is the tendency to disperse decision-making authority in an organized structure. Employes were satisfied with the degree and process of delegation of authority and responsibility in the organizations.Accomplishments & victories recognized in time & meaningful manner improves the morale and satisfaction level of employees. Employes were satisfied with the fact that the accomplishments & victories arerecognized in time & meaningful. Behavior is a function of its consequences. Employes were satisfied with the fact that the qrganization encourage mutual support, sharing of information, ideas and resources.

High levels of performance are partially a function of an absence of obstacles that constrain the employees. Same way importance of good relations show needs for affiliations ,the desire to be liked and accepted by others. Employes were satisfied with the fact that the organization provides techniques/methods to maintain good relations among the employees. Training education and development are three terms frequently used. These are the corner-stone of sound management for these make employees more effective and productive. It is also problem-solving device. Career Development is dynamic life-giving element to any organization. Employes were satisfied with the fact that the organization offers career, training and development opportunities.No group can exist without communication and contacts. Communication serves four major functions within a group organization – control, motivation, emotional expression. and information. Employes were satisfied with the fact that the Organization encourages open communication and routine contact.

Job involvement is defined as the degree of psychological identification with one's work and reflects the extent to which a person perceives his job as fulfilling his needs Job involvement has been found at maximum degree if the

physical abilities and skills matches with the abilities, knowledge and skill required for the job to perform. This means selecting right man at right job at right time. Employes were highly satisfied with the fact that they arehighly involved in their jobs.

Work involvement is a more global term and is defined as a normative belief that is historically caused to a person on the work. Involvement with work in general or the centrality of work in one's life is more a function of one's pan cultural conditioning.Employee ivolvement has become a convenient catchall term to cover a variety of techniques. It is a participative process that organization uses entire capacity of employees and is designed to encourage increased commitment to the organization's success. The underlying logic involving workers in those decisions that affect them and increasing this autonomy and control over their work live, employees will become more motivated, more committed to the organization, more productive and more satisfied with their jobs. Employes were satisfied with the employee evolvement in decision-making process with in their jurisdiction.Attitudes are evaluative statements either favorable or unfavorable concerning objects, people or events. They reflect hew one feels about some thing. Employes were highly satisfied with the fact that the organization practices respect for individuals.

Innovation is more specialized kind of change. Innovation is a process where new ideas are accepted or promoted to be applied to initiating or improving a product, process or service. Employes were highly satisfied with the fact that the Organization promotes innovation.Even Quality circles concept has improved employee productivity and satisfaction. This shows that if organization promotes quality and safe work place, up to a large extent the industrial disputes can be minimized. Employes werehighly satisfied with the fact that the organization promotes quality and safe work place.Lack of Participative management may lead to poor morale and low productivity. It has modest influence on employee productivity, motivation and job satisfaction. It can be beneficial only under the right conditions. Employes were satisfied with the fact that the supervisors listen carefully to teammate's ideas and suggestions.High rewards accompanying high dissonance tend to reduce the tension inherent in the dissonance. We all know that reinforcement has undoubtedly important influence on behavior. The behaviors we engage in at work and the amount of effort we allocate to each task are affected by the consequence that follows from our behavior. Employes were highly satisfied with the fact that the Organization reward individuals for their loyalty and performance.

Perceiving of policies as fair is very important, as generalization is not without advantages. It's a means of simplifying a complex world and it permits us to maintain consistency. . Employes were satisfied with the fact that the Organization has and prctices Fair policies.The formal documentations set standards of acceptable and unacceptable behaviors and

allows us to predict a good deal of an employee's on the job behaviors. . Employes were highly satisfied with the fact that the all persons in the organization are required to follow the policies (formally and informally). Values have both content and intensity attributes. All of us have a hierarchy of values that forms our value system this system is identified by the relative importance we assign to such values. . Employes were highly satisfied with the fact that all teammates show understanding, patience, and respect for the dignity and worth of everyone. The personnel policies are key stone in the arch of mot, statements of intention and a positive attitude declaration and a command to an organization. These help to secure employee cooperation, sense of unity, competent and trained personnel and protect the common interests of all the parties and recognize the role of trade unions in the organization. They also express basic philosophy of Human Relation and reflect its deep underlying connections as to the importance of people in an org. and of the management activity dealing with employees.Employes were satisfied with the fact that the contents of Personnel policies of the organization. 50% employees were satisfied with the policies related to salaries, raises and bonus while 41.66% employees were not satisfied with the policies related to salaries, raises and bonus..Employes were highly satisfied with the fact the that the policies are revised or revisited from time to time or recently.

The notion that managers and organization can control level of employee's job satisfaction is inherently attractive. *Work motivation* is the effort an employee exerts in performing the job and the degree to which she or he is self-motivated to perform effectively on the job . Peoples get more out of work than merely money or tangible achievements. Work also fills the need for social interaction. Therefore having friendly trustworthy and supportive superiors lead to increased job satisfaction.. Employes were highly satisfied with the fact that theemployees and Organization has Trust in their superiors. There is considerable evidence that evaluation system often violate employee's due process by providing them with infrequent and relatively general performance feedback, allowing them little input into the appraisal process and knowingly introducing bias into performance ratings. Employes were satisfied with the fact that the Organization has consistent timely and fair method for evaluating individual performance. Flexible benefits turn the benefits expenditure into a motivator. For employees flexibility is attractive because they can tailor their benefits and levels of coverage to their own needs. Employes were highly dissatisfied with the fact that they do not have Fringe benefits at their disposal that they can offer to the subordinate to avoid dissatisfaction amongst them.The opportunity for promotion as advancement encourages people to compete for a limited resource and to try to positively influence the decision outcome. Employes were highly dissatisfied with the discretion regarding the promotion of their subordinates. If deliberate structure or roles are not maintained they increase internal tension and frustration, withdrawal, stalling, negotiation and last but not least redefining the facts or the situation to make them appear congruent.

Employes were dissatisfied with the fact that deliberate structures or roles are designed and maintained.

Most organizations have some type of systematic training program., Social learning theory offers such a guide .it tells us that training should offer a model to grab the trainees attention, provide motivational properties, help to file away what he or she has learned, provide opportunity to practice new behaviors, offer positive rewards for accomplishments. Employes were satisfied with the fact that Training courses are carried out to facilitate employees to cope up with changing socio-economic condition leading to generation of new order of aspirations, expectations and work values, affecting working climate . Employes were also satisfied with the fact that training functions are linked with the other system for effectiveness, as the line mgt. *is* not involved in the training functions.Some times to streamline the process in the organization reengineering of process may have to be carried changing the attitudes and perception of workers to uplift their morale. Employes were highly satisfied with the fact that Organization look for ways to streamline processes and make them more efficient .Planning is one of the most important functions of management. It encompasses defining an organization and each employee's goals & standards. Strategy develops a comprehensive hierarchy of plans to integrate and coordinate activities. Employes were dissatisfied with the fact that Individuals have clear, achievable goals and standards for their positions but employes were highly satisfied with the fact that Supervisor ensures that their instructions are clear, understandable and complete and uses interactive skills. *Job feedback* is the degree to which the individual receives information about the procedures and results of his/her work efforts.

It has been found that organization that offer an umbrella of work /family programs such as child and care flexible hours, job sharing, telecommuting etc. have reduced conflict between work and family obligations, resulting improved employees morale and productivity and reducing absenteeism. Employes were highly satisfied with the fact that friendly atmosphere is important in motivating the employees in an organization and they have friendly atmoshphere. Employes were satisfied with the fact that t they have very good work place to work.institutional permanence leads to innovation and stability and reduces risk aggressiveness Employes were satisfied with the fact that there exist sense of belongingness amongst employees towards the organization. Satisfied and committed employees have lower rates of turnover absenteeism and grievances and cognitive dissonance org. Friendly-family work place and good working conditions increases productivity and retain first-class-workers. Employes were dissatisfied with the place of work.

The most common form of group decision making takes place in interacting group. The most recent approach to group decision making blends the nominal group technique with sophisticated computer technology. Employes were highly satisfied with the fact that the equipment (computers) they are

provided with, function properly. Socialization is process that adopts employees to the organization's cultures. No matters how good a job the organization does in recruitment and selection, new employees are not fully indoctrinated in the organization's culture. Employes were satisfied with the fact that they have opportunities to socialize with one another during the workday.

The three most popular sets of criteria are individual's task outcomes, behaviors and traits. Everyone may not be perfect on all the 3 sets. If they are known before hand one can improve the criterion set and can have the advantage of effort of performance and performance reward linkages. Employes were satisfied with the fact that bases of judgments for promotions in CR are to be known to employees . Performance appraisal is a process of evaluating an employee's performance of a job in terms of its requirements. Confidential report is a most significant and indispensable tool for management. If confidential report correctly filled provides consistent promotion and compensation, base for coaching and counseling and last but not least provide an adequate feedback for one's performance. It also serves as a basis for improving or changing behavior toward some more effective working habits. It also meets training needs and aspirations. It serves to stimulate and guide employee development. Employes were highly satisfied with the fact that C. R. Serve as a source of motivator.

Disciplining employees for undesirable behaviors only tells them what not do. It doesn't tell them what alternative behaviors are preferred the result is that this form of punishment fervently leads to only short form suppression of the undesirables behaviors rather than its elimination. Employes were highly satisfied with the fact that Bank policy on disciplinary action stresses on positive aspects of disciplines.

These benefits satisfy social and economics goals of employees. *Expectation of rewards and sanctions* are two separate constructs that refer to the degree to which the respondent anticipates that good job performance will result in some reward (be it formal promotion or informal recognition) and that poor job performance will result in some punishment (either reprimand or formal demotion) .They also help to keep in line similar organization, to retain and protect employees, to improve moral and create a helpful and positive attitude. Employes were highly satisfied with the employee benefits being provided by the orgnization.Compensation may be defined as money received in the performance of work plus the many kinds of benefits and services that organizations provide their employees. Well-compensated employees show high level of satisfaction. Employes were dissatisfied with the compensation provided to them.

When followers trust a leader, they are willing to be Vulnerable to the leader's actions. Finding a good leader is a positive sigh for satisfaction and motivation. Employes were satisfied with the Supervisor's leadership

skills.Working hours if suitable to the human nature leads to devotion for work otherwise create dissatisfaction. Employes were dissatisfied with the stretch of working hours.

The methods and scales differ for obvious reasons. There is little agreement on the best method to evaluate managerial professional or salaried performance. Proper Justification of appraise method should be provided to employees in order to create and maintain a satisfactory level of performance of employees in their present jobs, to highlight needs and opportunities, aid in decision-making for promotions, transfers and discharges. Employes were highly dissatisfied with the justification of appraisal methods.

Employee satisfaction and dissatisfaction can be expressed in number of ways. Managers should be interested in their employee's attitudes regarding work place as these provide worming of potential problems and influence their behavior. Satisfied and committed employees have lower rates of turnover absenteeism and grievances and cognitive dissonance org. Friendly-family work place and good working conditions increases productivity and retain first-class-workers,. Employes were highly dissatisfied with the Work place.

Good Human Relation helps to grow the personality of employees in farms of honesty integrity, truthfulness. Loyalty, tolerance, fairness, firmness, broadmindedness and to increase employee morale. Employes were dissatisfied with the concern about good human relations.In contrast to most other motivators, recognizing on employees superior performance after costs little or no money but on other hand encourage increased commitment, autonomy and control, motivating and leading to satisfaction.Employes were half heartedly satisfied with the Acknowledement of performance.

Need theories has received under recognition, it has been found that unsatisfied needs motivate and satisfied need activates movement to a new need level, and high achievers are strongly motivated and are successful entrepreneurs. Hence the needs and queries of employees should be given due attention. Employes were dissatisfied with the responses to their queries and needs.

All jobs require some specialized expertise and many develop their skills or the job. It's clear that skills on the job. It's dear that superiors should have skill of utilizing the human skills effectively, because on this depends the affectivity, success and future prospects of the organization. Employes were satisfied with the fact that organization effectively uses people skills.Almost half of the sample size was satisfied with the promotion system in their organizationwhile half was not satisfied with the promotion system in their organization.58.33 % employees werre aware of the contents of Personnel policies of the organization while 30% employees were not aware of the contents of Personnel policies of the organization. Employes were dissatisfied with the compensation paid to them. Employes were of opinion that it is necessary to justify the appraisal method to the subordinates

SUGGESTIONS

We have made the case for the importance of people skills. The study of behavior and the other factors that influence the behavior should be carried out from time to time for the purpose of applying such knowledge towards impressing on an organization's effectiveness. Behavior generally is predictable if we know how the person perceives the situation and what is important to him/her. While people behavior may not appear to be rational to an outsider, but there is reason to believe that it is usually is intended to be rational and it is seen as rational by them. An observer often sees behavior as non rational because the observer does not have access to the same information or does not perceive the environment in the same way. Hence there are certain fundamental consistencies underlining the behavior of all individuals that can be identified and than modified to reflect individual's differences. So systematic study looking at relationship attempting to attribute causes an effect, and drawing conclusion based on scientific evidences should be carried out rather than intuition.

Every industry and an organization suffer from problem of fatigue, boredom and other factors relevant to other working conditions which impede efficient work performance. Psychologists concern themselves with studying and attempting to understand individual's behavior. An organization should hire from time to time the services of counselors, industrial Psychologists to find out needs and motivational forces, level of Job satisfaction, attitude measurement and job stress of employees and then changing their positive attitudes.above all one of the most and broad based challenges currently faced by an organization is to adopt people who are different (work force diversity) so now managers need to shift their philosophy from treating every one alike to recognize differences and responding to those differences in ways that will foster employee retention and greater productivity while at the same time not discriminating. This shift includes for instance providing diversity training and revamping benefit programs to make them more 'family friendly'. Diversity if managed positively can increase creativity and innovation in an organization as well as improve decision making by proving different perspectives on problem. When diversity is not managed properly there is potential for higher turnover, more difficult communication and more interpersonal conflicts.

By using self directed work teams, streamlining processes and implementing continuous improvement programs employees' productivity and organization manufacturing efficiency can be increased. Manager has always been concern with change only difference nowadays is the length of times between changes. The most organizations face today permanent temporariness. They have to learn to live with flexibility, spontaneity and unpredictability. The proper training and trainers at right time should be provided so that they can be provided important insights into helping them to

better understand work world of continual change. How to overcome the resistance to change and to best create an organizational culture that thrives on change.

Today's successful organization must foster innovation and master the art of change or they will become candidates for extinction. Victories go to those an organization that maintain their flexibility, continually improve their quality, and beat their competition to the market place with a constant stream of innovation products and services. An organization employee can be the impetus for the innovations, change or they can be major stumbling blocks. New ideas and techniques to aid in realizing the goals of an organization should always be welcomed irrespective of the level of the organization from where they are originating.

Nowadays line differentiating from right and wrong has become blurred. Hence an ethically healthy climate/environment should be created for the employees, where they can do their work productively and confront a minimal degree of ambiguity. The measures like return on investment, profit per sales and output per of labor should be practiced. Absenteeism is failure to report to work, and it will be difficult to operate smoothly if employees fail to report to their job. To reduce absenteeism an organization can use lotteries to reduce absenteeism substituting for well pay for sick pay, disciplining problem employees, developing effective employees, training programs, creating mentoring programs and applying learning theory to self management.

The main challenge today to emulate is a work force made-up of highly knowledgeable and motivated people. The characteristics that differentiate successful companies from their less successful counterparts in almost every industry is the quality of people they are able to get and retain. The retention can be seek by value culture diversity, Psychologists satisfied employees Family friendly workplace which help employees to balance work and personal responsibilities, employees training to keep employees skill level updated to ensure that employees can handle the latest technologies and process for an organization and to empower employees by punishing authorities and responsibilities down to the lowest levels. As e result they dedicated and committed workforce. People – first strategy also lead to organization if they are able to recruit smart, conscientious and loyal employees.

Intellectual abilities are those needed to perform mental activities. The dimension making up intellectual abilities is aptitudes, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization and memory. Hence routine tests should be carried to assess verbal numerical, spatial and perceptual abilities which are predictors of job proficiency which is itself a variable of Job satisfaction. Individuals differ in behavior but when brought under one roof can be shaped to behave in ways

that most benefits the organization. The behavior can be shaped by positive reinforcement (following a response with something pleasant), negative reinforcement (following a response with termination or withdrawal), punishment (following a response with something unpleasant) and extinction. To maintain discipline one should respond immediately. It's best to begin disciplinary process after the notification of the violence. If required give on the spot warning or let the employee state the problem specifically or allow the employee to explain his/her position and than being consistent in action. If required obtain an agreement on chance and direct the employee.

Attitude survey should be carried out from time to time to stop alienating employees and after that valuable feedback should also be followed reason being employee's behavior are based on perceptions and not reality. Various methods of measuring job satisfaction should be carried out from time to time or else they should be given option to express satisfaction or dissatisfaction through proper ways. Individuals should be provided sufficient ways for personality development and career advancement. Employees should be allowed self- monitoring and ability to adjust his/her behavior to external situational factors. The organization should try to minimize the conflicts. The rational decision maker needs creativity and ability to produce novel useful ideas. The ways by which it can be induced in employees are expertise, task motivation and creativity skill.

We should not forget ability and opportunity; we can have employee involvement programs such as participative management, representative management, quality circles and ESOP. Employee involvement programs should be linked to the factors of motivation and Job satisfaction. Variable pay programs can be also introduced such as piece-rate pay plans (target), profit – sharing plans, gain sharing and bonuses.

Create an atmosphere where employees feel comfortable bringing their children to see the workplace. The kids get to see where mom or dad work, employees get to show off their kids, co-workers get to meet the children they've been hearing about for months or even years and the line between work and home begins to blur.

Organize a company picnic, museum party, holiday gathering -- some kind of mixer for employees' families. An event like this is like a million water-cooler conversations. It makes the statement: We are not our jobs. Arrange a social gathering for employees. Keep it simple and low-key. Your aim is simply to get folks talking. When it's an occasional thing, flex the rules. Example: A person arrives late because the regular babysitter got sick. The culture should respect family needs more than it respects the corporate rulebook. Whatever you do, don't punish people for doing right by their families.

Pinpoint several issues that are calling for conversation. Starting with the one topic that seems to be the least contentious, construct a dialogue that widely

involves employees. This may be an opportunity to come together and openly talk about the situation and decide how to proceed. Be on the alert for situations that would benefit from dialogue. Avoid the inclination to work things out immediately with minimal involvement from others. Rather, pull people together, have a conversation about it, and opt for a group decision

Encourage people to take ownership of their learning journeys. They can start by deciding what they need/want to learn...then matching this with available learning opportunities. Feed this effort by giving people the chance to do things they've never done before. Encourage employees to attend workshops outside the organization. Sure, there are plenty of sessions hardly worth the price of the training binder. Yet discriminating eyes can spot the gems — and there *are* gems. Take advantage of them.

Develop a formal mentoring program. You may want to pick a better name to some; the word "mentoring" has a patronizing, daddy-knows-best tone. But the concept is sound, and best of all, it gives people another chance to serve. Organize a series of liberally defined "focus groups" with customers. Think of these as fact-finding conversations, in which five or so employees sit down with an equal number of customers. Ideally, each group should involve employees from different parts of the organization. Possible questions: "How are you (customer) using our product/service? How are you benefiting? What do you love about it...hate about it...and why?" The challenge for employees: to ask probing questions, listen closely to the answers, and avoid becoming defensive. The immediate result is a closer connection to the finished product/service and those who benefit. As a bonus, you get customer insights that can pave the way to improvement.

Scrutinize the organization's pay rates. Are they fair? Does each person's compensation match his/her true worth to the company? (Note the key distinction: "true worth to the company" vs. "the going rate for that position in the marketplace.") If not, be ready to make upward adjustments. This is not about high pay -- it's about fair pay.

Make a habit of showing appreciation. Gratitude is the purest way to tell someone that you understand what they've done and how it contributes to the greater good. And it fosters a sense of equality -- in sharp contrast to praise, which conveys an image of the manager as approving parent. Conduct a snap self-assessment: "What do I bring to the workplace that's not valued?" Then ask: "Why isn't it valued?" Could it be that people simply don't know you possess these strengths? If so, you need to engage in some personal public relations and marketing. If the reasons run deeper, what other actions can you take? Ideally, get together with a group of colleagues to pose these worth-related questions. An open conversation will reveal entirely new strengths and interests, even among people who've been together for years.

Get to know what fires up your colleagues. What are their deep-down interests? What is their source of "flow"? What would make them race to work because they can't get there fast enough? Talk about these passions, and tap into them as often as possible. Encourage people to redesign what they do and how they do it based on their deep interests. Make this a collective undertaking. Too risky, you say? It surely will induce chaos if people lack a common direction. Otherwise, it will generate more ownership, invention, and bottom-line benefit than anyone could ever imagine.

Spend time with employees from another part of the system. One idea: Get together people from two or more work units for an informal dialogue on improvement opportunities. Likely outcome: People leave with a better sense of who does what. Possible outcome: The gathering sets the stage for changes that will draw the work units closer together. Hunt down any and all forms of internal competition. Are there team rivalries that pit people against each other? Does special recognition go to the division that cuts the most costs? Do top salespeople get that wonderful beach vacation? If you're trying to create a true sense of unity, all these I-win-you-lose approaches are leaps in the wrong direction.

Develop organizational expertise in chartering teams. A one- or two-page charter, thoughtfully constructed by the team sponsor, is arguably the single most important tool for getting a team started. It gives direction, commits resources, notes any boundaries and constraints, and spells out up front exactly what the team is empowered to do. Explore ways to establish co-ownership in a literal sense -- and not simply in terms of empowerment. This does not mean creating a carrot-based system of extrinsic rewards worth investigating: stock ownership, profit sharing, gain sharing, and partnership.

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ANNEXURES

A1   ANNEXURE I

Questionnaire of the Study

The questionnaire and personal interviews were adapted for this study. The questionnaire consists of a set of measurement instruments that are validated and practically useful for assessing job satisfaction of the employees in banks. Validity and reliability scores responded by them were treated as adequate for this study In addition, scales on factors contributing to job satisfaction such as job involvement and work involvement were also used. Each statement or question regarding a variable was put on a five point rating scale. The highest score was given to a rating of **A** and lowest to a rating of **E**. For some items, the scale was put on a three point rating scale and two point scale . The respondents were required to put a "check" mark on the rating of their preference for the statement or question. Clear instructions were available on the first page of the questionnaire and they were allowed to clarify any doubts prior to and during the completion of the questionnaire.

A2   ANNEXURE 2

Confidential Report proforma for Performance Appraisal of Managers .

A3   ANNEXURE 3

Confidential Report proforma for Performance Appraisal of technical officers,SSI,PO etc.

A4   ANNEXURE 4

List of Diagrams and Tables

QUESTIONNAIRE FOR THE SURVEY OF JOB SATISFACTION OF EMPLOYEES IN BANKING INDUSTRY

Section A

Classification Data / personal Information

1. Name of the respondent -
2. Name of the Bank-
3. Sex -
4. Designation-
5. Age group -
6. Period of Service at the present position-
    Nature of job
    (A)   Managerial   (B)   Supervisory
    (C)   Clerical   (D)   Others
    कार्य की प्रकृति
    क) प्रबन्धक   (ख) निर्देशीय   (ग) लिपकीय (घ) अन्य

7. a)   How many employees come under your direct supervision?
    b)   How many employees report to you directly?

9. How are the decisions taken in the organization?
    (A) Independently   (B)   Cooperatively
    (C) Under Pressure   (D)   Dependently
    संस्था में लिये जाने वाले निर्णय किस प्रकार के होते हैं ?
    क) स्वतंत्र (ख) सहभागिता पूर्ण (ग) दबावपूर्ण (घ) निर्भर

10. How do you make the performance appraisal of subordinates?
    (A) Previously set standards   (B)   Personal judgments
    (C) Both   (D)   Not Applicable
    आप अपने अधीनस्थों का कार्य विश्लेषण किस प्रकार करते हैं ?
    क) पूर्व निर्धारित प्रक्रिया (ख) व्यक्तिगत मूल्यांकन
    (ग) उपरोक्त दोनो (घ) उपरोक्त में से कोई नहीं

11. Data filled in the confidential report maximally focuses on
    A) Job performance   B)   Personal evaluation
    C) General evaluation   D)   Accidental/ incidental incidences
    E) Not Applicable
    वश्वसनीय संस्तुति में भरे जाने वाले तथ्य मूल रूप से किस तथ्य को महत्व देते हैं ?
    क) कार्यकुशलता (ख) व्यक्तिगत मूल्यांकन (ग) सामान्य मूल्यांकन (घ) आकस्मिक घटनाएँ
    ड) उपरोक्त में से कोई नहीं

Section B

RATING SCALE FOR MANAGEMENT PRACTICES
A=Always   हमेशा   (100%)
B=Frequently   अकसर   (90%)
C=Sometimes   कभी कभी   (75%)
D=Rarely   बहुत कम   (55%)
E= Never   कभी नही   (35%)
F= Not Applicable   लागू नही

PLEASE TICK THE ONE LETTER GRADE WHICH BEST REPRESENTS YOUR FEELING FOR THE CORRESPONDING QUESTIONS

12. The delegation of Authority and responsibility to subordinates is practiced. संस्था अधीनस्थ कर्मचारियों के लिये अधिकार ब दायित्व भारापर्ण प्रक्रिया अपनाती है	A	B	C	D	E	F
13. The organisation uses the recognition system to formally and informally highlights achievements of teammates. संस्था एक समुह के कर्मचारियों की उपलब्धियों के औपचारिक व अनौपचारिक प्रदर्शन के लिये मान्यता प्रणाली का उपयोग करती है ।	A	B	C	D	E	F
14. The small accomplishments /victories of employees are recognized in time and in meaningful manner (recognition system is fair and consistent) कर्मचारियों की छोटी–छोटी उपलब्धियों को समयानुसार सही अर्थों में मान्यता प्रदान की जाती है । (मान्यता प्रणाली उचित व समानभाव से कार्य करती है)	A	B	C	D	E	F
15. Organization encourages mutual support, sharing of information, ideas and resources between managers and other employees at times when any individual is over burdened with work. किसी कर्मचारी पर अति कार्यभार की दशा में संस्था कर्मचारियों व प्रबन्धकों में आपसी सहयोग तथा सूचना, विचार व साधन सहभागिता को प्रोत्साहित करती है ।	A	B	C	D	E	F
16.Organizationpracticesany measures /style/techniques/methods, to maintain good relations with employees. संस्था अपने कर्मचारि व उण च्यों से अच्छे कार्य सम्बन्ध बनाये रखने हेतु विभिन्न तरीकों/तकनीकों/विधियों का उपयोग करती है ।	A	B	C	D	E	F

17.Organization offers career, training, training and development opportunities to employees as motivators. संस्था कर्मचारियों के प्रोत्साहन हेतु मार्गदर्शन व विकास के मौके उपलब्ध कराती है	A	B	C	D	E	F
18. Organization encourages open communication and daily contact between you and your superiors / subordinates. संस्था आये तथा आपके अधीनस्थों के मध्य नैतिक तथा खुले संचार / संप्रेषण को प्रोत्साहित करती है ।	A	B	C	D	E	F
19.You feel involved with the job assigned to you आप अपने कार्यों से जुड़ाव महसूस करते हैं ।	A	B	C	D	E	F
20. You are involved in decision-making process with in the jurisdiction of your authority by superior/ Organization. संस्था आपके अधिकारों की सीमा में आपको निर्णय प्रक्रिया में शामिल करती है ।	A	B	C	D	E	F
21. Organisation has respect for individuals. संस्था कर्मचारियों के व्यक्तिगत सम्मान को महत्व देती है ।	A	B	C	D	E	F
22. Organisation promotes innovation. संस्था खोज को प्रोत्साहन देती है ।	A	B	C	D	E	F
23. Organisation promotes quality and safe workplace. संस्था गुणवत्ता व सुरक्षित कार्य स्तर को प्रोत्साहन देती है ।	A	B	C	D	E	F
24. Supervisor listens carefully to teammates ideas /views/ opinions /suggestion. सूपरवाइजर अपने समूह के सदस्यों के विचार / राय / सुझाव को ध्यानपूर्वक सुनते हैं ।	A	B	C	D	E	F
25. Organization reward individuals for their loyalty and performance by providing them opportunities for education and promoting them from within and helping them in their personal growth. संस्था कर्मचारियों की विश्वसनीयता व कुशलता के प्रोत्साहन के लिये उच्च शिक्षा, उन्नति व व्यक्तिगत विकास में सहायता करती है ।	A	B	C	D	E	F
26. Do you perceive the policies as fair. क्या आप संस्था की नीतियों को उचित मानते हैं ।	A	B	C	D	E	F
27. Are all persons in the organisation required to follow the policies (formally and informally). क्या संस्था के सभी कर्मचारियों का नीति पालन करना आवश्यक है । (औपचारिक अथवा अनौपचारिक)	A	B	C	D	E	F
28. Supervisors acts effectively as a leader /trainer/ coach. सुपरवाइजर एक कुशल नेता / मार्गदर्शक / शिक्षक के रूप में कार्य करता है ।	A	B	C	D	E	F

29. All teammates show understanding, patience, and respect for the dignity and worth of everyone. एक समूह के सभी सदस्य प्रत्येक के लिये सहृदयता, सहनशीलता व सम्मान भावना रखते हैं ।	A	B	C	D	E	F
30. Do employees trust their supervisors? क्या कर्मचारी अपने सुपरवाइजर पर विश्वास रखते हैं ।	A	B	C	D	E	F
31. Does the organisation have a consistent, timely and fair method for evaluating individual performance. क्या संस्था व्यक्तिगत कार्यकुशलता मूल्यांकन हेतु समान समायोजित व विश्वसनीय विधि का प्रयोग करती है ।	A	B	C	D	E	F
32. Do you have any fringe benefits at your disposal that you can offer to the subordinate to avoid dissatisfaction amongst them. क्या आप अपने अधीनस्थों की असंतुष्टि की समाप्ति के लिये कुछ लाभ देने के अधिकारी हैं ।	A	B	C	D	E	F
33. Do you have any discretion regarding the promotion *of* your subordinates? क्या आप अपने अधीनस्थों की पदोन्नति के लिये कोई आधार अपनाते हैं ?	A	B	C	D	E	F
34. Deliberate structures of roles are designed and maintained for the people to work efficiently towards accomplishment of its goals. व्यक्ति / समूह के उद्देश्यों की कुशल पूर्ति के लिये खुले – आयामों का निर्धारण एवं निष्पादन किया जाता है ।	A	B	C	D	E	F
35. Does the management pay more attention to the people who make up the organization and those for whom its services are intended or they are busy with merely the framework. क्या संस्था प्रबन्ध संस्था संचालन करने वाले तथा अतिवांछनीय सेवायें प्रदान करने वाले व्यक्तियों की ओर अधिक ध्यान देती हैं	A	B	C	D	E	F
36. Are the training courses carried out facilitate the employees to cope up with changing socio-economic condition leading to generation of new order of aspirations, expectations and work-values, affecting working climate, directly or indirectly. क्या संस्था द्वारा आयोजित प्रशिक्षण कार्यक्रम कर्मचारियों को प्रत्यक्ष अथवा अप्रत्यक्ष रूप से प्रेरणा, आकांक्षाओं, कार्यमूल जैसे कार्य स्तर को प्रभावित करने वाले तत्वों के विकास के लिये परिवर्तनीय सामाजिक आर्थिक स्थितियों से सामंजस्य स्थापित करने में मदद करती है ।	A	B	C	D	E	F

37. Are the training functions are linked with the other system for effectiveness of training activities, as the line mgt. is not involved in the training functions. रेखीय प्रबंध के प्रशिक्षण कियाओं से संबंध न होने की दशा में प्रशिक्षण कियाओं को कार्यकुशलता हेतु अन्य ————से जोड दिया जाता हे ।	A	B	C	D	E	F
38. Do employees perceive that their work is meaningful? क्या कर्मचारी अपने कार्यों को अर्थपूर्ण मानते हैं ?	A	B	C	D	E	F
39. Does the organization communicate to individuals that their work is important. क्या संस्था अपने कर्मचारियों को सम्प्रेषित करती है कि उनका कार्य महत्वपूर्ण है ?	A	B	C	D	E	F
40. Organization look for ways to streamline processes and make them more efficient? क्या संस्था अपनी प्रकियाओं को अधिक कुशल व समायोजित बनाने का प्रयास करती है	A	B	C	D	E	F
41. Do the individuals perceive that they have ownership of their work? क्या कर्मचारी मानते हैं कि वे अपने कार्य पर स्वामित्व रखते हैं ?	A	B	C	D	E	F
42. Are office conditions comfortable? क्या कार्यस्थल की दशायें सुविधाजनक हैं ?	A	B	C	D	E	F
43. Do the individuals have clear, achievable goals and standards for their positions? क्या कर्मचारियों को अपनी स्थिति के अनुसार सही तथा प्राप्तीय उद्देश्य दिये गये हैं?	A	B	C	D	E	F
44. Do individuals receive regular, timely feedback on how they are doing? क्या कर्मचारी अपने कार्य का नियमित मूल्याकन प्राप्त होता है ?	A	B	C	D	E	F
45. A friendly atmosphere is important in motivating the employees in an organization? संस्था में कर्मचारियों को प्रोत्साहित करने के लिये मॅत्रीपूर्ण वातावरण आवश्यक है ?	A	B	C	D	E	F
46. Does the organization believe in bringing out problems in the open for solving them effectively क्या संस्था समस्याओं के अवलोकन व सुलझाने में विश्वास रखती है ?	A	B	C	D	E	F
47. Does the organization makes any efforts to inculcate a sense *of* belongingness amongst employees towards the	A	B	C	D	E	F

organization? क्या संस्था अपने कर्मचारियों को कार्य स्थल जोड़ने के लिये प्रयास करती है ?						
48. Does the equipment (computers) you are provided with, function properly. क्या आपको उपलब्ध कराये गये साधन (कम्प्यूटर) आदि सुचारू रूप से कार्य करते हैं?	A	B	C	D	E	F
49. Do employees have a sense of camaraderie and teamwork क्या कर्मचारियों में समूह भावना तथा कार्य भावना है ?	A	B	C	D	E	F
50. Do individuals have opportunities to socialize with one another during the workday? क्या कार्य दिवस के दौरान कर्मचारियों को सामाजिक मेलजोल का अवसर दिया जाता है ?	A	B	C	D	E	F
51.For promotions CR are to be filled by superiors. Are the bases of judgments known to employees पदोन्नति के लिये आवश्यक सी0आर0 को भरने के आधार कर्मचारियों को ज्ञात है ?	A	B	C	D	E	F
52. Bank policy on disciplinary action stresses on positive aspects of disciplines. आनुशासन कियाओं पर बैंकिंग नीतियाँ धनात्मक पक्ष को महत्व देती हैं ।	A	B	C	D	E	F
53.Organization and superiors provide a clear-cut idea of the general leave rules and the kind of leaves engaged by the employees and the reimbursement of the medical expenses. अवकाश नियम व अवकाश के प्रकार के बारे में कर्मचारियों को संस्था द्वारा सही दिशा निर्देश दिये जाते हैं ।	A	B	C	D	E	F
54.Supervisors encourage creativity and teamwork in problem solving. सुपरवाइजर समस्याओं को सुलझाने में रचनात्मक व समूह भावना को प्रोत्साहित करते हैं ।	A	B	C	D	E	F
55. Supervisor ensures that their instructions are clear, understandable and complete and uses interactive skills. सुपरवाइजर निर्धारित करते हैं कि उनके द्वारा दिये जाने वाले दिशा निर्देश सही, समझने योग्य तथा पूर्ण हैं ।	A	B	C	D	E	F
56.Does C. R. Serve as a source of motivator? क्या विश्वश्त संस्तुति (सी0आर0) प्रोत्साहक का कार्य करती है ।	A	B	C	D	E	F

Section C

RATING SCALE FOR MANAGEMENT PRACTICES		
A=Excellent	vfr mRre	(100%)
B= Very Good	cgqr vPNk	(90%)
C= Good	vPNk	(75%)
D= Average	lkekU;	(55%)
E= Unsatisfactory	vlUrks"ktud	(35%)

PLEASE TICK THE ONE LETTER GRADE WHICH BEST REPRESENTS YOUR FEELING FOR THE CORRESPONDING QUESTIONS

HOW DO YOU RATE

57.Employee benefits कर्मचारी लाभ .	A	B	C	D	E	F
58. The contents of Personnel policies of the organization. संस्था की कर्मचारी सम्बन्धी नीतियाँ	A	B	C	D	E	F
59. Your compensation. 59) आपका क्षतिपूर्ति मूल्य	A	B	C	D	E	F
60. Supervisor's leadership skills. सुपरवाइजर के नेतृत्व गुण	A	B	C	D	E	F
61. Stretch of working hours61 कार्य घण्टों का भार	A	B	C	D	E	F
62. Justification of appraisal method. मूल्यांकन विधि का न्यायिक अस्तित्व	A	B	C	D	E	F
63. Work place63) कार्य स्तर	A	B	C	D	E	F
64. Concern about good human relations. अच्छे मानवीय सम्बन्धों के प्रति दृष्टिकोण	A	B	C	D	E	F
65. Safety of employees and personal problem. कर्मचारियों की सुरक्षा व अन्य समस्यायें	A	B	C	D	E	F
66.Acknowledging good performance अच्छी कार्यकुशलता की मान्यता	A	B	C	D	E	F
67. Responding to your queries and needs. आपके प्रश्नों व आवश्यकताओं के प्रति दृष्टिकोण	A	B	C	D	E	F
68.Communicationof all benefits and company policy. कम्पनी / संस्थागत नीतियों व उपलब्ध लाभों का सम्प्रेषण	A	B	C	D	E	F
69. Use of effective people skills. कार्यकुशल लोगों का उपयोग	A	B	C	D	E	F

Section D

RATING SCALE FOR MANAGEMENT PRACTICES
A=yes gka
B= no ugh
C= can't say/ undecided vfuf'pr

PLEASE TICK THE ONE LETTER GRADE WHICH BEST REPRESENTS YOUR FEELING FOR THE CORRESPONDING QUESTIONS
HOW DO YOU RATE

70. Organization practice's salaries comparable to what other banks in your area are paying? क्या आपकी संस्था आपके कार्यक्षेत्र के अन्य बैंकों की तुलना में वेतन प्रणाली लागू करती है ?	A
71. Your Organization practice's benefits (fringe or any other) comparable to what other offices in your area are offering? क्या आपकी संस्था आपके कार्य क्षेत्र के अन्य बैंकों की तुलना में लाभ नीतियॉ लागू करती है ?	A
72. Do you think that you are being compensated fairly? क्या आपको लगता है कि आपको उचित क्षतिपूर्ति की जाती है ?	A
73. Does the Organization have clear policies related to salaries, raises and bonuses? क्या संस्था वेतन, वृद्धि व बोनस आदि हेतु स्पष्ट नीतियॉ लागू करती है ?	A
74. Are you aware of the contents of Personnel policies of the organization? क्या आप अपनी संस्था के कर्मचारी नीतियों से अवगत हैं ?	A
75. Are the policies easy to understand? क्या नीतियॉ आसानी से समझने योग्य हैं ?	A
76. Do employees have easy access to the policies? क्या कर्मचारी आसानी से नीतियों का लाभ उठा सकते हैं ?	A
77. Are the policies revisited or revised from time to time or recently? क्या नीतियों पर समय–समय पर पुनर्विचार किया जाता है ?	A
78. Do you feel it is necessary to justify the appraisal method to the subordinates? क्या आपको लगता है कि अधीनस्थों की मूल्यांकन विधि का न्यायोचित स्पष्टीकरण आवश्यक है ?	A
79. Are you satisfied with the promotion system in your organisation. क्या आप अपनी संस्था की पदोन्नति / प्रोन्नति से संतुष्ट हैं ?	A

Any comments

पंजाब नैशनल बैंक
punjab national bank

कार्यालय:/Office: _____

दिनांक:/Date: _____

क्षेत्रीय प्रबंधकों/अंचल प्रबंधकों का कार्य-निष्पादन मूल्यांकन
Performance Appraisal for Regional Managers and Zonal Managers.

कार्यनिष्पादन मूल्यांकन की इस पद्धति का उद्देश्य यह है कि बैंक, आपकी दृष्टि और विचार में विकास के लिए आपकी जो आवश्यकताएं हैं, उन्हें जानकर आपके विकास में आपको सहायता कर सके। इस फार्म में दी गई सूचना के माध्यम से बैंक अपनी अपेक्षाओं के अनुरूप, आपकी आवश्यकताओं को पूरा करने के लिए उपयुक्त कदम उठा सकेगा। अतः कृपया यहाँ माँगी गई सूचना मुक्त और निःसंकोच भाव से दें।

Aim of this system of performance appraisal is to help you to develop yourself by making the Bank know your needs for development as you think and perceive. The information will enable the Bank to take suitable steps for meeting your needs in consonance with requirement of the Bank. Hence please be frank and free giving the information.

व्यवसाय सम्बन्धी आँकड़े उस कार्यालय से सम्बन्धित होने चाहिए, जहाँ अधिकारी इस समय प्रभारी पदधारी के रूप में तैनात है (सामान्यतः आँकड़े वित्तीय वर्ष के सम्बन्ध में दिए जाएं लेकिन यदि अधिकारी ने उस कार्यालय में पूरे वर्ष काम न किया हो तो ऐसी स्थिति में आँकड़े, यथास्थिति पदभार सम्भालने तथा सौंपने को तारीख के अनुसार दिए जाएं।

Business figures should pertain to the office where the officer is presently posted as incumbent Incharge (figures be normally given for the whole year, the current year figures should relate to date of taking over and handing over charge, as the case may be.)

राशि को निकटतम लाख रुपयों में पूर्णांकित कर दिया जाए लेकिन 'खातों की संख्या' सम्बन्धी कॉलम में वास्तविक संख्या सूचित की जाए।

The amount may be rounded off to nearest lacs while the actual number may be reported under the column "No. of A/cs".

'बजट' कॉलम के अन्तर्गत निर्धारित बजट सम्बन्धी आँकड़े दिए जाएं। जिन मदों के लिए कोई बजट निर्धारित नहीं किया गया हो, उनके सामने 'लागू नहीं' लिखें।

Under the column 'Budget' state the budgeted figures. Mention "N. A." (Not Applicable) against those items where no Budget was settled.

भाग I: इसे मूल्यांकिती अधिकारी द्वारा भरा जाए।

PART I: To be filled in by the appraisee being reported on.

कृपया इस फार्म को भरकर समीक्षा अवधि की अन्तिम तारीख से 30 दिन के भीतर रिपोर्टिंग प्राधिकारी को दे दें। यदि किसी मद/कॉलम में आपको कुछ भी सूचित न करना हो, तो उसके सामने 'लागू नहीं' लिख दें।

Kindly fill up this form and submit to your reporting authority within 30 days from the last date of review period. If you have nothing to report against any item/column, mention "N. A." (Not applicable).

भाग II: (मूल्यांकनकर्ता द्वारा मूल्यांकन)
PART II: (Appraisal by the Appraiser)

मूल्यांकनकर्ता के लिए मार्गनिर्देश
Guidelines to the Appraiser

1. कार्यनिष्पादन मूल्यांकन का उद्देश्य केवल बैंक को प्रशासनिक निर्णय लेने में सहायता देना नहीं है बल्कि मानवीय साधनों के विकास के लिए निर्णय लेने में सहायता देना भी है। इस पद्धति की सफलता के सुनिश्चय के लिए मूल्यांकनकर्ता को वस्तुपरक होना चाहिए।

   The object of Performance Appraisal is not merely to enable the Bank to take administrative decision but also to take decisions for development of human resources. To ensure the success of this system the Appraiser should be objective.

2. कृपया अधिकारी द्वारा भाग I के अन्तर्गत दिए गए विवरणों की पुष्टि करें।

   Confirm the particulars given by the Officer under Part I.

3. क्या आप पुष्टि करते हैं कि उन्होंने अपने सम्बन्ध में नियत ड्यूटी व प्रमुख उत्तरदायित्वों को ठीक से तथा पूर्णतः समझ लिया है? कार्यनिष्पादन का मूल्यांकन इन्हीं उद्देश्यों को ध्यान में रखकर किया जाना चाहिए।

   Do you confirm that the duties & key responsibilities so allotted are rightly and fully understood by him. Performance should be evaluated against these very objectives.

वार्षिक कार्यनिष्पादन मूल्यांकन फॉर्म
ANNUAL PERFORMANCE APPRAISAL FORM

स्व-वृत्त
Bio-Data
(मूल्यांकिती द्वारा)
(by appraisee)

(अ)   व्यक्तिगत विवरण:
(A)   Personal Data:

दि. ———————— तक की रिपोर्ट
(———————— की अवधि हेतु)
Report as on ————————
(For the period ————————)

नाम ————————————————
Name

(उपनाम पहले/Surname First)

पदनाम ———— कार्यालय जहां इस समय तैनात हैं ———— कब से (तारीख) ————
Designation   Office where posted at present.   since when (Date)

जन्म-तिथि ———— आयु ———— वर्ष ———— माह ————
Date of Birth   Age   Years   Months

वर्तमान श्रेणी व वेतनमान ———— कब से ————
Present Grade & Scale   Since

मूल वेतन ———— वेतनवृद्धि देय होने की तारीख ————
Basic Pay   Due date of increment

शैक्षिक योग्यताएं ————
Educational Qualificaions

सी ए आई आई बी संबंधी स्थिति ————
Position regarding CAIIB

व्यावसायिक योग्यता, यदि कोई हो ————
Professional Qualifications, if any:

वर्तमान कार्यभार ———— कब से ————
Current Assignment   Since

बैंक सेवा में आने की तारीख ———— पदनाम ————
Joined the Bank on   as

रिपोर्टकर्त्ता अधिकारी के अधीन कब से कार्यरत हैं ————
Working under the reporting official since

स्थिति-अनुसूचित जाति/अनुसूचित जनजाति ————
Status-SC/ST:

समीक्षाधीन अवधि के दौरान शुरू की गई/निर्णीत अनुशासनिक कार्रवाई संबंधी ब्यौरे, यदि कोई हों

Details of Disciplinary action, if any, initiated/decided during the period under review.

_____

(कृपया आरोप–पत्र की तारीख, दिए गए दण्ड की तारीख व प्रकृति आदि का उल्लेख करें)

(Please mention Date of Charge Sheet, Date & Nature of punishment awarded etc.)

(आ)   पिछले कार्यभार

(B)   PREVIOUS ASSIGNMENTS

  (i)   पिछले 5 वर्ष के दौरान संभाले गए कार्य
      ASSIGNMENTS COVERING PRECEDING 5 YEARS

पद	श्रेणी	शाखा/कार्यालय	अवधि	विशेषज्ञता क्षेत्र (यदि कोई हो)
Position	Grade	Branch/Office	Duration	Field of specialization (If any)

क.a)

ख.b)

  (ii)   उक्त अवधि से पहले संभाले गए अन्य महत्वपूर्ण कार्य
      OTHER IMPORTANT ASSIGNMENTS HELD PRIOR TO THE ABOVE PERIOD

पद	श्रेणी	शाखा/कार्यालय	अवधि (वर्ष)
Position	Grade	Branch/Office	Duration (yrs.)

क.a)

ख.b)

ग.c)

(इ)   प्रशिक्षण कार्यक्रमों में सहभागिता (संगोष्ठियों/कार्यशालाओं को छोड़कर)

(C)   TRAINING PROGRAMMES ATTENDED (Seminars/Workshops to be excluded)

विषय (पाठ्यक्रम का नाम)	संस्थान का नाम	अवधि(महीने/सप्ताह)	माह व वर्ष
Subject (Name of the Course)	Name of Institute	Duration (Months/Weeks)	Month & Year
_____	_____	_____	_____
_____	_____	_____	_____

(ई)   स्वास्थ्य संबंधी गंभीर समस्या, यदि कोई हो

(D)   MAJOR HEALTH PROBLEM, IF ANY

_____

_____

स्व-मूल्यांकन
(मूल्यांकिती द्वारा)
SELF APPRAISAL
(by appraisee)

अधिकारी का नाम _____
Name of the Officer:

1. वर्ष के दौरान मेरे कार्यनिष्पादन की प्रमुख बातें निम्नानुसार हैं
    Highlights of my performance during the year are as under

2. मेरी दृष्टि से निम्नलिखित क्षेत्रों में मैं ठीक से कार्य नहीं कर सका
    Areas in which I feel I have not done well are as under

3. अनुभव की गई दिक्कतें
    Constraints faced

4. मेरे विचार से निम्न बातें मेरे कार्य को बेहतर बना सकती हैं
    What according to me would enable me to perform better

5. बैंक से बाहर किया गया कोई उत्कृष्ट कार्य (जो बैंक द्वारा सौंपा गया हो)
    Any outstanding performance outside the Bank (Assigned by the Bank)

6. प्रशिक्षण (यहां उस पाठ्यक्रम का उल्लेख करें जिनमें आप भाग लेना चाहते हैं क्षेत्र, जिनमें आप प्रशिक्षण दिए जाने की आवश्यकता महसूस करते हैं)
    Training (Mention here course you would like to attend/areas you feel you need training.)

तारीख : _____
Date:

हस्ताक्षर : _____
Signature:

क. व्यवसाय संबंधी सूचना:
A. Business Indicators:

	दि........ को (कार्यभार संभालने की तारीख) As on........ (Date of your taking charge)	........को समाप्त वर्ष के लिए For the year ended........		........को समाप्त वर्ष के लिए For the Year ended........		दि........ को उपलब्ध नवीनतम आंकड़े Latest available figures As on........	टिप्पणी Remarks
		बजट राशि Budgeted Amount	वास्तविक राशि Actual Amount	बजट राशि Budgeted Amount	वास्तविक राशि Actual Amount	वास्तविक राशि Actual Amount	
1. जमा राशियां Deposits							
कुल Aggregate							
क) चालू खाते a) Current A/c							
ख) बचत खाते b) Savings A/c							
ग) सावधि जमा खाते c) Term Deposits							
घ) जोड़ (जमा प्रमाणपत्रों की राशि अलग से बताएं) d) Total (Mention Amt. of Certificate							

6

	दि............ को (कार्यभार संभालने की तारीख) As on............ (Date of your taking charge)		............को समाप्त वर्ष के लिए For the year ended.........		............को समाप्त वर्ष के लिए For the Year ended........		दि........ को उपलब्ध नवीनतम आंकड़े Latest available figures As on............	टिप्पणी Remarks
	बजट राशि Budgeted Amount	वास्तविक राशि Actual Amount	बजट राशि Budgeted Amount	वास्तविक राशि Actual Amount	बजट राशि Budgeted Amount	वास्तविक राशि Actual Amount	वास्तविक राशि Actual Amount	
2. ऋण Credit								
क) a) कुल Aggregate								
ख) b) औसत Average								
3. अग्रिमों का वर्गीकरण Classification of Advances								
क) a) मानक आस्तियां Standard Assets								
ख) b) अवमानक आस्तियां Sub-Standard Assets								
ग) c) संदिग्ध आस्तियां Doubtful Assets								
घ) d) हानि वाली आस्तियां Loss Assets								
ङ) कुल अनर्जक आस्तियां (क+ख+ग)								
e) Total NPA (b+c+d)								

क. व्यवसाय संबंधी सूचना:
A. Business Indicators:

	दि...... को (कार्यभार संभालने की तारीख) As on.......... (Date of your taking charge)		............को समाप्त वर्ष के लिए For the year ended...........		............को समाप्त वर्ष के लिए For the Year ended...............		............को समाप्त वर्ष के लिए For the Year ended............		दि......... को उपलब्ध नवीनतम आंकड़े Latest available figures As on..........	टिप्पणी Remarks
	बजट राशि खातों की सं. Budgeted Amount No. of A/cs	वास्तविक राशि Actual Amount Amt.	बजट राशि खातों की सं. Budgeted Amount No. of A/cs	वास्तविक राशि Actual Amount Amt.	बजट राशि खातों की सं. Budgeted Amount No. of A/cs	वास्तविक राशि Actual Amount Amt.	बजट राशि खातों की सं. Budgeted Amount No. of A/cs	वास्तविक राशि Actual Amount Amt.	वास्तविक राशि Actual Amount	
4. प्राथमिकता क्षेत्र के अग्रिम Priority Sector Advancs										
5. प्राथमिकता क्षेत्र के ऋणों का श्रेणीवार वितरण Sectoral distribution of Priority Sector Credit										
– कृषि Agriculture										
(i) प्रत्यक्ष Direct										
(ii) अप्रत्यक्ष Indirect										
– लघु उद्योग S.S.I.										
– परिवहन परिचालक Transport Operators										
– अन्य Others										
6. वि. ब्या. दर के अंतर्गत अग्रिम Advances under DRI										
7. संघीय अग्रिम Consortium Advances										

९

क. व्यवसाय संबंधी सूचना:
A. Business Indicators:

	दि.......... को (कार्यभार संभालने की तारीख) As on.......... (Date of your taking charge)		..........को समाप्त वर्ष के लिए For the year ended..........		..........को समाप्त वर्ष के लिए For the Year ended..........		दि.......... को उपलब्ध नवीनतम आंकड़े Latest available figures As on..........	टिप्पणी Remarks
	बजट राशि Budgeted Amount	वास्तविक राशि Actual Amount	बजट राशि Budgeted Amount	वास्तविक राशि Actual Amount	बजट राशि Budgeted Amount	वास्तविक राशि Actual Amount	वास्तविक राशि Actual Amount	

8. ऋण-जमा अनुपात
   C. D. Ratio
   - ग्रामीण Rural
   - अर्ध शहरी Semi Urban
   - शहरी Urban
   - महानगरीय Metropolitan

9. कुल ऋण से प्राथमिकता क्षेत्र ऋणों का अनुपात
   Ratio of Priority Sector credit to Total Credit

10. विदेशी विनिमय व्यवसाय
    Foreign Exchange Business
    - आयात (आवर्त) Import (Turnover)
    - निर्यात (आवर्त) Export (Turnover)
    - निर्यात (बकाया) Export (Outstanding)
    (लदान पूर्व व लदान पश्चात ऋण)
    (Preshipment & Postshipment credit)

11. गैर-निधि आधारित कुल व्यवसाय
    Total non-fund based business

	को समाप्त वर्ष के लिए For the year ended.........	को समाप्त वर्ष के लिए For the Year ended..........	को समाप्त वर्ष के लिए For the Year ended..........	दि..........को उपलब्ध नवीनतम आंकड़े Latest available figures...........	टिप्पणी Remarks
i) कृषि अग्रिमों के संबंध में वसूली प्रतिशत Recovery Percentage in respect of Agriculture Advances.	____ %	____ %		____ %	____ %
ii) उपर्युक्त के संबंध में अतिदेय की वास्तविक राशि Actual amount of overdues in respect of the above					
iii) वसूली प्रतिशत Recovery percentage.	____ %	____ %		____ %	____ %
अ) परिवहन परिचालक A) Transport Operators.	____ %	____ %		____ %	____ %
आ) अन्य अग्रिम B) Other advances	____ %	____ %		____ %	____ %

13. लाभ/हानि
(लाभ के लिए+चिन्ह का उपयोग करें।)
(हानि के लिए–चिन्ह का उपयोग करें।)
Profit/Loss
(Use+sign for Profit)
(Use-sign for Loss)

11

आ.
B.

नीचे पिछले २ वर्षों में घाटे में चल रहे कार्यालयों का विवरण दें :
Give below the Break Up of Losing Offices for the last 2 years:

	.........को समाप्त वर्ष के लिए For the year ended............	.........को समाप्त वर्ष के लिए For the year ended............
1. कार्यालयों की कुल संख्या Total Number of Offices		
2. घाटे में चल रहे कार्यालय Losing Offices		
गत 3 वर्ष अथवा उससे कम वर्षों से For the past 3 years or below—		
3–5 वर्षों से 3-5 Years		
5 वर्ष या उससे अधिक वर्षों से 5 Years & above		
घाटे में चल रहे कुल कार्यालय Total No. of Losing Offices:		

ड.
C.

कृपया नीचे गत 2 वर्षों की समाप्ति से संबंधित सूचना दें :
Please give the following information as at the close of the last two years:

......को समाप्त वर्ष के लिए.........
For the Year ended.........

......को समाप्त वर्ष के लिए.........
For the Year ended.........

टिप्पणी
Remark

– मूल्यांकित व विश्लेषित प्रस्तावों की संख्या
No. of Proposals Appraised/Analysed

– नवीकरण के लिए बकाया
CRs overdue for renewal.

– नवीकरण के लिए बकाया मंजूरियाँ
Sanctions overdue for renewal.

– बकाया शिकायतों की संख्या
No. of complaints outstanding.

– उत्तर-लेखा परीक्षा के लिए बकाया वेतन बिल
Salary bills pending for post audit.

– उत्तर-लेखा परीक्षा के लिए बकाया यात्रा भत्ता बिल
TA bills pending for post audit.

– उन कार्यालयों की संख्या जिनका रूटीन/परिशिष्ट "क" "ख" तथा "ग" के लिए निर्धारण औसत से नीचे किया गया है
No of Offices where routine/App. 'A', 'B' and 'C' have been adjudged as Below Average.

– वर्ष के दौरान क्षे.प्र./अं.प्र. द्वारा दौरा किये गए कार्यालयों की संख्या
No. of Offices visited by RM/ZM during the year.

..........को समाप्त वर्ष के लिए
For the Year ended..........

..........को समाप्त वर्ष के लिए
Fcr the Year ended..........

टिप्पणी
Remark

रुपये
Rs.

रुपये
Rs.

उत्पादकता–स्टाफ की संख्या
Productivity-Staff Strength.

i) अधिकारी
Officers

ii) लिपिक
Clerks

iii) अन्य
Others

iv) कुल
Total

कुल व्यवसाय
Total Business

सकल जमा राशियां+अग्रिम (करोड़ रुपयों में)
Aggregate Deposits+Advances (Rs. in crores)

प्रति कर्मचारी औसत व्यवसाय (लाख रुपयों में)
Average Business per employee (in lacs)

कम्प्यूटरीकरण
Computerisation

शाखाओं की संख्या
No. of branches

कार्यालयों की संख्या
No. of offices

14

ब, कृपया निम्नलिखित के संबंध में मूल्यांकन अवधि के दौरान आपके द्वारा किए गए प्रयासों का संक्षिप्त ब्यौरा दें:

D. Mention briefly efforts put forth by you during the assessment period under the following heads:

1. व्यवसाय का विकास
   Development of Business.

2. नियंत्रण संबंधी उपाय
   Control measures.

3. स्टाफ संबंधी मामले
   Staff Matters.

हस्ताक्षर :
Signature :

तारीख :
Date :

व्यवसाय संबंधी आयाम
BUSINESS DIMENSIONS
(मूल्यांकनकर्ता द्वारा)
(by appraiser)

अधिकारी का नाम _____
Name of the Officer:

(राशि लाख रु॰ में/Amount in Lacs)

विवरण (सौंपे गए कार्य का अंत में या कार्यभार 12 महीने या कम अवधि का ब्यौरा) Particulars (to cover 12 months period or less in the assignment)	वर्ष के प्रारंभ में या कार्यभार ग्रहण करने की तारीख को व्यवसाय की स्थिति Business level at the beginning of the year or on the date of taking over			सौंपे जाने की तारीख को व्यवसाय की स्थिति Business level at the end of the year or on the date of handing over			वर्ष के वृद्धि Growth
	बजट B	वास्तविक A	अंतर V	बजट B	वास्तविक A	अंतर V*	(%)
1) कुल जमाराशियाँ Aggregate Deposits							
2) कुल अग्रिम Aggregate Advances							
3) प्राथमिकता क्षेत्र को अग्रिम Priority Sector Advance — लघु उद्योग - Small Scale Ind. — कृषि - Agriculture							
4) वसूली कार्य Recovery Performance क) मानक आस्तियाँ a) Standard Assets ख) अवमानक आस्तियाँ b) Sub-Standard Assets ग) संदिग्ध आस्तियाँ c) Doubtful Assets घ) हानिगत आस्तियाँ d) Loss Assets							
5) कोई अन्य Any other							

* B - Budget,   A - Actual,   V - Variation

कार्यशील परिणाम
Working Result
(केवल क्षे॰ प्र॰/अं॰ प्र॰ के लिए)
(For RMs and ZMs Only)
लाभ/हानि
Profit/Loss

यदि कार्यनिष्पादन में कोई कमी रह गई हो तो उस पर टिप्पणी
Comments on deficient performance, if any:-

क) प्रयास में कमी
a) Lack of efforts.

ख) बजट का अधिक/कम होना
b) Over budgeting/under budgeting.

ग) वातावरण में परिवर्तन
c) Environmental changes.

घ) अनुमान गलत साबित होना
d) Assumptions belied.

ड.) आधारभूत सुविधाओं में कमी
e) Lack of Infrastructural support.

च) अन्य (विशेष रूप से उल्लेख करें)
f) Others (specify)

कुल अंक	उत्कृष्ट	अच्छा	औसत	औसत से नीचे (12 से कम)
Total Marks (30)	Outstanding (25-30)	Good 19-24)	Average (12-18)	Below Average (Below 12)
	☐	☐	☐	☐

प्रमुख उत्तरदायित्वपूर्ण कार्य
KEY RESPONSIBILITY AREAS
(मूल्यांकनकर्ता द्वारा)
(by appraiser)

अधिकारी का नाम
Name of the Officer: _____

प्रमुख उत्तरदायित्वपूर्ण कार्यों में, अन्य बातों के साथ–साथ, मूल्यांकिती अधिकारी को सौंपे गए प्राथमिक कार्य भी शामिल होंगे।
Key Responsibility Areas will interalia include the primary responsibility/ies assigned to the appraisee.

प्रमुख उत्तरदायित्वपूर्ण कार्य (कार्यों/लक्ष्यों का विवरण) Key Responsibility Areas (Descriptions of tasks/goals)	मूल्यांकनकर्ता की टिप्पणी Comments of appraiser

1. व्यवसाय का विकास। भाग–1 में उल्लिखित व्यवसाय सम्बन्धी परिणामों, अर्थात जमाराशियों/अग्रिमों, प्राथमिकता क्षेत्र अग्रिमों/वसूली/लाभ आदि के आधार पर।
    Growth of Business. Based on business results reported under Part-I, i.e. Deposit/Advances, Priority Sector Advances/Recovery/Profits.

2. अग्रिमों की गुणवत्ता (वसूली/ऋण मंजूर करने की शक्तियों के उपयोग में समझबूझ/अग्रिमों पर नियंत्रण तथा उनके संबंध में की गई अनुवर्ती कार्रवाई के आधार पर)।
    Quality of Advances.(Based on recovery/how judiciously he has exercised loaning powers/control & follow up of advances etc.)

3. शाखा–बजट किस सीमा तक शाखा प्रबंधकों के परामर्श से तथा किये गए/यथार्थवादी निष्पादन बजट तैयार करना/समय पर प्रस्तुत करना आदि।
    How far branch budgets have been formulated in consultation with Branch Managers/Preparation of a realistic performance budget/submission in time etc.

4. जिन मामलों में अपनी शक्तियों का प्रत्यायोजन किया उनमें किस सीमा तक अपना नियंत्रण रखा। स्टाफ को उसके उत्तरदायित्वों तथा प्राधिकारों का बोध कराना और उन्हें एक दूसरे में व्याप्त न होने देना।
    To what extent did he exercise control in areas where he delegated; making his staff understand their responsibilities and their authority so as to avoid over-lapping.

5. स्टाफ में पारस्परिक समझ बढ़ाना–टीम भावना का निर्माण करना, स्टाफ को उचित दिशानिर्देश देना व उसके कार्यों में परिवर्तन करना (किस सीमा तक वह अपने ऊपर पड़े दबाव को रोक सके/किस सीमा तक औद्योगिक संबंधों को सौहार्दपूर्ण बना सके)।

Developing mutual understanding amongest the staff, building team spirit, providing proper guidance to staff, providing job rotation. (How far was he able to resist pressure/how far he promoted harmonious industrial relations).

6. स्टाफ को दी जाने वाली हिदायतों में स्पष्टता/नवोन्मेष विचारों अथवा सुझावों को स्वीकार करने की क्षमता, अपने वरिष्ठ/अधीनस्थ कर्मचारियों की बात को सुनने की क्षमता/नेतृत्व प्रदान करने की क्षमता (समान उद्देश्य के लिए पुरुषों व महिलाओं, दोनों को एकजुट कर सकने की क्षमता)।

Clarity in his instructions to staff/how far is he receptive to innovative ideas or suggestions-desire to listen to his superiors or subordinates. How far is he effective as a leader (the capacity and will to rally man and woman to common purpose).

7. गंभीर समस्याओं के संबंध में उपयुक्त विश्लेषण करके वह उच्च अधिकारियों को उनसे कैसे अवगत कराता है/जहाँ आवश्यक हो वह किस प्रकार उपयुक्त कार्रवाई करता है।

How far he keeps higer authorities informed of serious problems with proper analysis/take corrective action wherever necessary.

8. कोई अन्य प्रमुख क्षेत्र जो उपर्युक्त में शामिल न हों। कृपया उनका नीचे उल्लेख करें :–

Other key areas not included above, if any, please mention here under:-

अ A)

आ. B)

व्यवसाय के गुणात्मक पहलू
QUALITATIVE ASPECTS OF BUSINESS
(मूल्यांकनकर्ता द्वारा)
(by apprasiser)

अधिकारी का नामः _____
Name of the Officer

1. आंतरिक कार्य व्यवस्था
    House Keeping

2. निरीक्षण एवं लेखा–परीक्षा
    Inspection & Audit

3. ग्राहक सेवा
    Customer Service

4. आवधिक विवरणियों का प्रेषण
    Submission of Periodical Returns

5. वसूली कार्गनिष्पादन
    Recovery Performance

6. गरीबी उन्मूलन कार्यक्रम के प्रति अभिरुचि
    Apititude for Poverty Alleviation Programmes

कुल अंक	उत्कृष्ट	अच्छा	औरात	औसत से नीचे (8 से कम)
Total Marks (20)	Outstanding (17-20)	Good (13-16)	Average (8-12)	Below Average (Below 8)

कार्यनिष्पादन मूल्यांकन
Performance Appraisal
ऋणों/अग्रिमों की स्वीकृति से प्रत्यक्ष रूप से जुड़े अधिकारियों के लिए
For officers directly connected with sanction of loans/advances

अधिकारी का नाम व पदनाम _____

Name & Designation of the officer

ऋण प्रबंधन Credit Management	कार्यभार ग्रहण करते समय अग्रिमों की स्थिति राशि Level of advances at the time of taking over		रिपोर्ट लिखने की तारीख को अग्रिमों की स्थिति Level of advances on the date of reporting	
	खातों की संख्या No. of accounts	राशि Amount	खातों की संख्या No. of Accounts	राशि Amount

संघीय अग्रिम

Consortium Advances

गैर–संघीय अग्रिम

Non Consortium Advances   टिप्पणी

अग्रिमों की गुणवत्ता:   Comments

Quality of Advances

क) मूल्यांकित/विश्लेषित प्रस्तावों की संख्या

a) No. of proposals appraised/analysed

ख) कार्य का ज्ञान, तकनीकी योग्यता/विशेषज्ञता

b) Knowledge of work, technical skill/specialised knowledge

ग) योजनाबद्ध अग्रिम   कार्पोरेट स्तर पर   क्षेत्र/अंचल के लक्ष्य (यथास्थिति)   वास्तविक उपलब्धि/Actual Achievements

ग) c)	योजनाबद्ध अग्रिम Schematic Advances	कार्पोरेट स्तर पर Targets at Corporate Level	क्षेत्र/अंचल के लक्ष्य (यथास्थिति) Targets for the region/zone. (as the case may be)	वर्ष के प्रारम्भ में या कार्यभार ग्रहण करने की तारीख को at the beginning of year or on the date of taking over.	वर्ष के अंत में या कार्यभार सौंपे जाने की तारीख को at the end of year or on the date of handing over

योजना का नाम जैसे-

Name of Scheme Viz.,

(1) समन्वित ग्रामीण विकास
     कार्यक्रम
     IRDP

(2) विभेदक ब्याज दर योजना
     DRI

(3) शहरी लघु उद्यमों हेतु योजना
     (सुमे)
     Scheme for Urban Micro
     Enterprises

(4) शिक्षित बेरोजगार युवकों को
     स्वरोजगार उपलब्ध कराने हेतु
     योजना (सीयू)
     Scheme for providing
     self-employment to educated
     unemployed youth

(5) कोई अन्य
     Any Other

घ) आस्तियों की गुणवत्ता :   राशि (Amount)
d)   Quality of Assets:

	वर्ष के प्रारम्भ में या कार्यभार ग्रहण करने की तारीख को At the begining of year or at the time of taking over	वर्ष के अंत में या रिपोर्ट करने/कार्यभार सौंपे जाने की तारीख को At the end of year or on the date of Report/ Handing over	वृद्धि/कमी Increase Decrease
1. मानक आस्तियाँ Standard assets			
2. अवमानक आस्तियाँ Sub-standard assets			
3. संदिग्ध आस्तियाँ Doubtful assets			
4. हानि हुई आस्तियाँ Loss Assets			

ड.) वसूली कार्यनिष्पादन
e)   Recovery Performance

	समीक्षाधीन अवधि के दौरान वसूल की जाने वाली राशि Amount to be Recovered during the period under Review	वसूल की गई राशि Amount Recovered	वसूली का प्रतिशत Percentage of recovery
1. मानक आस्तियाँ Standard assets			
2. अवमानक आस्तियाँ Sub-standard assets			
3. संदिग्ध आस्तियाँ Doubtful assets			
4. हानि हुई आस्तियाँ Loss Assets			

च) वसूली कार्यनिष्पादन की गुणवत्ता :
f)   Quality of Recovery Performance
वसूली–प्रतिशत पर टिप्पणी
Comments on percentage of recovery
अनुभव की गई कठिनाईयाँ
Constraints faced

बाह्य
external
आंतरिक
internal

मूल्यांकनकर्ता की टिप्पणी
Comments of Appraiser

(क)   क्या अधिकारी ने अपने विवेकाधिकारों का बार–बार अतिक्रमण किया है ?

(a)   Whether the official has frequently exceeded discretionary powers.

(ख)   क्या विवेकाधिकार के अधीन दी गई मंजूरी की सूचना तत्परतापूर्वक और नियमित रूप से दी गयी ?

(b)   Whether the sanctions under his discretion have been reported promptly and regularly.

(ग)   क्या अधिकारी द्वारा अग्रिमों की मंजूरी में किसी क्दनियती की बात, जानकारी में आयी है ?

(c)   Whether any malafides in sanctioning advances by the officer has come to light.

(घ)   क्या अग्रिमों संबंधी अनियमितता की रिपोर्ट नियमित रूप से की गयी है ?

(d)   Whether irregularities in the advances have been reported regularly.

अग्रिमों की मंजूरी और संचालन में मूल्यांकिती की क्षमता के बारे में समग्र रूप से टिप्पणी :

Overall comments on the competence of the appraisee in sanction and conduct of advances.

मूल्यांकनकर्ता के हस्ताक्षर:
Signature of Appraiser :

नाम:
Name :

पदनाम:
Designation :

तारीख:
Date :

प्रबंधकीय आयाम
MANAGERIAL DIMENSIONS

परिचालन/परिचालन से भिन्न कार्यों के संबंध में
For operational/non-operational assignments

(मूल्यांकनकर्ता द्वारा)
(by appraiser)

अधिकारी का नाम
Name of the Officer: _____

1. कार्य–ज्ञान
   Job Knowledge

2. नेतृत्व क्षमता
   Leadership

3. निर्णय क्षमता
   Decision Making

4. प्रशासनिक निपुणता
   Administrative Skill

5. जनसंपर्क/विपणन कौशल
   Public Relations/Marketing Skills

6. सत्यनिष्ठा एवं ईमानदारी
   Integrity and Honesty

अवधारणात्मक प्रतिभा, दृष्टि का खुलापन, भावात्मक संयम, संस्था के लक्ष्यों के प्रति दायित्व–बोध, उत्तरदायित्व वहन करने की तत्परता, सृजनात्मकता एवं नवो-मेधिता, संप्रेषण-कौशल पर टिप्पणी।

Comments on Conceptual abilities, Flexibility of mind, Emotional strength, Responsiveness to corporate concerns, Willingness to assume Responsibilities, Creativity & Innovativeness and Communication Skills.

कुल अंक Total Marks (40)	उत्कृष्ट Outstanding (32-40)	अच्छा Good (24-31)	औसत Average (15-23)	औसत से नीचे (15 से कम) Below Average (Below 15)

कार्यनिष्पादन का समग्र मूल्यांकन
OVERALL ASSESSMENT OF PERFORMANCE

अधिकारी का नाम: _____

Name of the Officer :

		मूल्यांकनकर्ता द्वारा	समीक्षा–प्राधिकारी द्वारा
परिचालन से भिन्न कार्यों के संबंध में For Non-Operational Assignment	(कुल 100 अंक) (Total 100 Marks)	By Appraiser	By Reviewing Authority

(कृपया उपयुक्त कॉलमों में अंक दें)
(Give marks in the appropriate columns.)

		By Appraiser	By Reviewing Authority
व्यवसाय सम्बन्धी आयाम Business Dimensions	30 अंक 30 Marks		
व्यवसाय के गुणात्मक पहलू Qualitative Aspects of business	20 अंक 20 Marks		
प्रबन्धकीय आयाम Managerial Dimensions	40 अंक 40 Marks		
उत्कृष्ट कार्यनिष्पादन Outstanding Performance	10 अंक 10 Marks		
	कुल TOTAL		

उपयुक्त कॉलम के सामने (✓) का निशान लगाएं
Tick mark (✓) against the appropriate column.

	By Appraiser	By Reviewing Authority
अ. उत्कृष्ट (80-100) A. Outstanding (80-100)		
आ. अच्छा (60-79) B. Good (60-79)		
इ. औसत (40-59) C. Average (40-59)		
ई. औसत से नीचे (40 से कम) D. Low Average (Below 40)		

मूल्यांकनकर्ता की टिप्पणी	समीक्षा–प्राधिकारी की टिप्पणी *
Comments of Appraiser	Comments of Reviewing Authority*

अ.   सामर्थ्य
A.   Potentiality

आ.   तैनाती संबंधी सुझाव
B.   Placement Suggestions

इ.   प्रशिक्षण आवश्यकताएं
C.   Training needs

ई.   स्व मूल्यांकन पर टिप्पणी
D.   Comments on Self Appraisal

मूल्यांकनकर्ता प्राधिकारी के हस्ताक्षर:
Signature of the Appraising Authority:

नाम
Name   :

पदनाम
Designation :

स्थान
Place   :

तारीख
Date   :

समीक्षा प्राधिकारी की टिप्पणी
REMARKS OF REVIEWING AUTHORITY

(रिपोर्ट–प्राधिकारी की टिप्पणी से असहमत होने पर असहमति के कारण बताएं)
(Areas of disagreement with Reporting Authority to be specifically commented upon)

समीक्षा प्राधिकारी के हस्ताक्षर
Signature of Reviewing Authority

नाम
Name   :

पदनाम
Designation :

स्थान
Place   :

तारीख
Date   :

* मूल्यांकनकर्ता की टिप्पणी से असहमत होने पर असहमति के कारण बताएं।
* Areas of disagreement with Appraiser to be specifically commented upon.

पंजाब नैशनल बैंक
PUNJAB NATIONAL BANK

कार्यालय/Office : _____

दिनांक/Date : _____

शाखाओं/भुगतान कार्यालयों में कार्यरत तकनीकी फील्ड अधिकारियों, लघु उद्योग तथा कृषि अधिकारियों का कार्य-निष्पादन मूल्यांकन
Performance appraisal for Technical Field Officers, SSI & Agriculture Officers working in Branches/P.O.

कार्य-निष्पादन मूल्यांकन की इस पद्धति का उद्देश्य यह है कि बैंक, आपकी दृष्टि और विचार में विकास के लिए आपकी जो आवश्यकताएं हैं, उन्हें जानकर आपके विकास में आपकी सहायता कर सके। इस फार्म में दी गई सूचना के माध्यम से बैंक अपनी अपेक्षाओं के अनुरूप, आपकी आवश्यकताओं को पूरा करने के लिए उपयुक्त कदम उठा सकेगा। अतः कृपया यहाँ माँगी गई सूचना मुक्त और निःसंकोच भाव से दें।

Aim of this system of performance appraisal is to help you to develop your self by making the Bank know your needs for development as you think and perceive. The information will enable the Bank to take suitable steps for meeting your needs in consonance with requirement of the Bank. Hence please be frank and free giving the information.

व्यवसाय सम्बन्धी आँकड़े उस कार्यालय से सम्बन्धित होने चाहिएं, जहाँ अधिकारी इस समय प्रभारी पदधारी के रूप में तैनात है (सामान्यतः आँकड़े वित्तीय वर्ष के सम्बन्ध में दिए जाएं लेकिन यदि अधिकारी ने उस कार्यालय में पूरे वर्ष काम न किया हो तो ऐसी स्थिति में आँकड़े, यथास्थिति पदभार सम्भालने तथा सौंपने की तारीख के अनुसार दिए जाएं।)

Business figures should pertain to the office where the officer is presently posted as Incumbent Incharge (figures be normally given for financial year, but in case the officer has not worked in the office for the whole year, the current year figures should relate to date of taking over and handing over charge, as the case may be).

राशि को निकटतम हजार रूपयों में पूर्णांकित कर दिया जाए लेकिन 'खातों की संख्या' सम्बन्धी कॉलम में वास्तविक संख्या सूचित की जाए।

The amount may be rounded off to nearest thousand while the actual number may be reported under the column "No. of A/cs".

''वजट'' कॉलम के अन्तर्गत निर्धारित वजट सम्बन्धी आँकड़े दिए जाएं। जिन मदों के लिए कोई वजट निर्धारित नहीं किया गया हो, उनके सामने ''लागू नहीं लिखें''।

Under the column 'Budget' state the budgeted figures. Mention "N.A." (Not Applicable) against those items where no Budget was settled.

भाग 1 : इसे मूल्यांकिती अधिकारी द्वारा भरा जाए
PART I : To be filled in by the appraisee being reported on

कृपया इस फार्म को भरकर समीक्षा अवधि की अन्तिम तारीख से 30 दिन के भीतर रिपोर्टिंग प्राधिकारी को दे दें। यदि किसी मद/कॉलम में आपको कुछ भी सूचित न करना हो, तो उसके सामने ''लागू नहीं'' लिख दें।

Kindly fill up this form and submit to your reporting authority within 30 days from the last date of review period. If you have nothing to report against any item/column, mention "N.A." (Not Applicable).

भाग 2 : (मूल्यांकनकर्ता द्वारा मूल्यांकन) मूल्यांकनकर्ता के लिए मार्गनिर्देशः
PART II : (Appraisal by the Appraiser) (Guidelines to the Appraiser)

1. कार्य-निष्पादन मूल्यांकन का उद्देश्य केवल बैंक को प्रशासनिक निर्णय लेने में सहायता देना नहीं है वल्कि मानवीय साधनों के विकास के लिए निर्णय लेने में सहायता देना भी है। इस प्रणाली की सफलता के सुनिश्चय के लिए आवश्यक है कि मूल्यांकनकर्ता को वस्तुपरक होना चाहिए।
The object of Performance Appraisal is not merely to enable the Bank to take administrative decisions but also to take decisions for development of human resources. To ensure the success of this system the Appraiser should be objective.

2. कृपया अधिकारी द्वारा भाग - 1 के अन्तर्गत दिए गए विवरणों की पुष्टि करें।
Confirm the particulars given by the Officer under Part I.

3. क्या आप पुष्टि करते हैं कि उन्होंने अपने सम्बन्ध में नियत ड्यूटी व प्रमुख उत्तरदायित्वों को ठीक से तथा पूर्णतः समझ लिया है। कार्यनिष्पादन का मूल्यांकन इन्हीं उद्देश्यों को ध्यान में रखकर किया जाना चाहिए।
Do you confirm that the duties & key responsibilities so allotted are rightly and fully understood by him. Performance should be evaluated against these very objectives.

वार्षिक कार्यनिष्पादन मूल्यांकन फार्म
ANNUAL PERFORMANCE APPRAISAL FORM
स्व - वृत्त / BIO — DATA
(मूल्यांकिती द्वारा) / (by appraisee)

(अ)   व्यक्तिगत विवरण :
(A)   **PERSONAL DATA :**

दि. _____ तक की रिपोर्ट
Report as on _____
(_____ की अवधि हेतु
(For the Period _____

नाम/Name --

(उप नाम पहले)/(Surname First)

पदनाम ----------------------- कार्यालय जहाँ इस समय नैनात हैं ----------- कब से (तारीख)
Designation _____ Office where posted at present _____ since when (Date) _____

जन्म-तिथि ------------------ आयु ------------ वर्ष ----------- माह
Date of Birth _____ Age _____ Years _____ Months. _____

वर्तमान श्रेणी व वेतनमान -------------------------------- कब से .
Present Grade & Scale _____ Since _____

मूल वेतन -------------------------------- वेतनवृद्धि देय होने की तारीख
Basic Pay _____ Due date of Increment _____

शैक्षिक योग्यताएं --
Educational Qualifications _____

सी ए आई आई बी संबंधी स्थिति ------------------------------
Position regarding CAIIB _____

व्यावसायिक योग्यता, यदि कोई हो ------------------------------
Professional Qualifications, if any _____

वर्तमान कार्यभार ------------------------------ कब से
Current Assignment _____ Since _____

बैंक सेवा में आने की तारीख ------------------------ पदनाम
Joined the Bank on _____ as _____

रिपोर्ट-कर्ता अधिकारी के अधीन कब से कार्यरत हैं
Working under the reporting official since _____

स्थिति-अनुसूचित जाति/अनुसूचित जनजाति
Status - SC/ST _____

समीक्षाधीन अवधि के दौरान शुरू की गई/निर्णीत अनुशासनिक कार्रवाई संबंधी ब्योरं, यदि कोई हों

(कृपया आरोप-पत्र की तारीख, दिए गए दण्ड की तारीख व प्रकृति आदि का उल्लेख करें)
Details of Disciplinary action, if any, initiated/decided during the period under review.
(Please mention Date of Charge Sheet, Date & Nature of punishment awarded etc.)

(आ) पिछले कार्यभार
'B) **PREVIOUS ASSIGNMENTS**

(1) पिछले 5 वर्ष के दौरान संभाले गए कार्य
ASSIGNMENTS COVERING PRECEDING 5 YEARS

पद Position	श्रेणी Grade	शाखा/कार्यालय Branch/Office	अवधि Duration	विशेषज्ञता क्षेत्र (यदि कोई हो) Field of specialization (If any)
(क) (a)				
(ख) (b)				

(2) उक्त अवधि से पहले संभाले गए अन्य महत्वपूर्ण कार्य
OTHER IMPORTANT ASSIGNMENTS HELD PRIOR TO THE ABOVE PERIOD

पद Position	श्रेणी Grade	शाखा कार्यालय Br./Office	अवधि (वर्ष) Duration (yrs.)
(क) (a)			
(ख) (b)			
(ग) (c)			

(इ) प्रशिक्षण कार्यक्रमों में सहभागिता (संगोष्ठियां/कार्यशालाओं को छोड़कर)
(C) **TRAINING PROGRAMMES ATTENDED** (Seminars/Workshops to be excluded)

विषय (पाठ्यक्रम का नाम) Subject (Name of the Course)	संस्थान का नाम Name of the Institute	अवधि (महीने/सप्ताह) Duration (Months/Weeks)	माह व वर्ष Month & Year

(ई) स्वास्थ्य संबंधी कोई गंभीर समस्या, यदि कोई हो
(D) **MAJOR HEALTH PROBLEM, IF ANY**

स्व – मूल्यांकन

SELF APPRAISAL

(मूल्यांकिती द्वारा)/**(by appraisee)**

अधिकारी का नाम : _____
Name of the Officer : _____

1. वर्ष के दौरान मेरें कार्यनिष्पादन की प्रमुख बातें निम्नानुसार हैं :-
    Highlights of my performance during the year are as under :-

2. मेरी दृष्टि से निम्नलिखित क्षेत्रों में मैं ठीक से कार्य नहीं कर सका :-
    Areas in which I feel I have not done well are as under :-

3. अनुभव की गई दिक्कतें :-
    Constraints faced

4. मेरे विचार से निम्न बातें मेरें कार्य को बेहतर बना सकती हैं :-
    What according to me would enable me to perform better :-

5. बैंक से बाहर किया गया कोई उत्कृष्ट कार्य (जो बैंक द्वारा सौंपा गया हो) :-
    Any outstanding performance outside the bank -
    (Assigned by the Bank)

हस्ताक्षर
Signature

मूल्यांकन अवधि के दौरान कार्य-निष्पादन का विवरण
DETAILS OF PERFORMANCE DURING THE ASSESSMENT PERIOD.

1. शाखा का नाम जहाँ इस समय कार्यरत हैं Name of the Branch where you are working at present.

किस तारीख से हैं Date since when working _____

2. यदि आपकी सेवाओं का उपयोग किन्हीं अन्य शाखाओं में भी किया जा रहा हो तो उनके नाम
(यदि आपने वर्तमान शाखा/शाखाओं में 12 महीनों से कम समय तक कार्य किया हो तो, कृपया पिछली शाखा/शाखाओं के सम्बन्ध में भी विवरण दें ताकि आपके कार्य-निष्पादन का विवरण पूरे 12 महीनों की अवधि का हो)।
Names of other Branches, if any, where your services are being utilised : _____
(In case you have worked in the present Branch/Branches for less than 12 months, you may give the details in respect of the previous Branch/Branches also so that your performance details cover a total period of 12 months).

3. ऋण आवेदन-पत्र Loan Applications :-

समीक्षाधीन अवधि के दौरान जिन पर कार्रवाई की गई Processed during the review period		मंजूर किए गए Sanctioned		संवितरित किए गए Disbursed		टिप्पणियाँ Remarks
सं. No.	राशि Amount	सं. No.	राशि Amount	सं. No.	राशि Amount	

4. वसूली Recovery

(अ)(A) समीक्षाधीन अवधि के दौरान की गई वसूली Recovery made during the year under review.

(हज़ार रूपयों में) (Rs. in '000)

वजट की राशि Budgets in absolute terms		उपलब्धियाँ (बकाया राशियों की वसूली) Achievements (recovery of dues)		कितने प्रतिशत बजट प्राप्त हुआ %age achievements of budgets	
3 वर्षों तक की बकाया राशियाँ Dues upto 3 yrs.	3 वर्षों से अधिक की बकाया राशियाँ Dues over 3 yrs.	3 वर्षों तक की बकाया राशियाँ Dues upto 3 yrs.	3 वर्षों से अधिक की बकाया राशियाँ Dues over 3 yrs.	3 वर्षों तक की बकाया राशियाँ Dues upto 3 yrs.	3 वर्षों से अधिक की बकाया राशियाँ Dues over 3 yrs.

(आ) राज्य वसूली अधिनियम के अधीन वसूली के लिए राज्य सरकार के सम्बन्धित विभाग से किए गए सम्पर्कों तथा उनके परिणामों का विवरण

(B) Details of liaison work made with the concerned Deptt. of State Govt. for effecting recovery under State Recovery Act etc. and results thereof.

(इ) वसूली के लिए कितने ऋणकर्ताओं से मिले/इकाईयों का दौरा किया गया

(C) No. of borrowers/units visited for recovery

5. बजट प्राप्त न कर सकने के कारण Reasons for not achieving budgets

यदि कोई प्राकृतिक विपदा रही हो, तो उसके बारे में बताएं : विपदा किस तरह की थी, उसका क्या प्रभाव पड़ा, किस क्षेत्र में, आदि-आदि
Natural calamities, if any, to be indicated : Nature, Impact, Area etc.

6. तैयार की गई योजनाओं तथा प्रायमिकता क्षेत्र अग्रिमों को बढ़ाने के लिए सर्वेक्षण किए गए सम्भावना वाले क्षेत्रों की संख्या।
No. of schemes formulated, potential areas surveyed for increasing priority sector advances.

7. शाखा/शाखाओं के कारोबार को बढ़ाने में अपने योगदान तथा इस सम्बन्ध में प्रभारी पदधारी को दी गई सहायता के सम्बन्ध में बताएं । (यह सूचना मात्रा के अनुसार दें)
Mention your contribution towards increasing the business of the Branch/Branches, extent of help rendered to the incumbents Incharge in this regard. (Specify in quantitative terms).

8. राज्य कृषि विभाग, राज्य पशुपालन विभाग, मत्स्य विभाग, कृषि विश्वविद्यालयों और/अथवा कृषि अनुसंधान संस्थानों आदि के साथ किए गए सम्पर्कों का ब्यौरा।
Details of liaison work made with State Agriculture Deptt., State Animal Husbandry Deptt., Fisheries Deptt. Agriculture Universities and/or Agriculture Research Institutions etc.

9. यदि कोई अन्य तथ्य हो तो उनका भी उल्लेख करें। (अधिकारी कृषि) फार्म वित्त योजना के अन्तर्गत मानदण्ड बनाने के लिए किए गए प्रयासों आदि का उल्लेख करें। अधिकारी (उद्योग) छोटे उद्यमियों को निर्माण संबंधी लाभप्रद दिशा चुनने में परामर्श के रूप में दी गई सहायता, शाखा में उद्यमियों से प्राप्त प्रस्तावों के सम्बन्ध में प्रबन्धक को तकनीकी-आर्थिक पक्ष की जानकारी देने आदि के बारे में अपने योगदान का उल्लेख करें।

Mention other facts, if any, (here Officers (Agri.) should mention efforts put forth for formulation of norms under Farm Finance Scheme etc. Officer (Ind.) should mention regarding assistance rendered to Small Enterpreneurs in selection of profitable lines of manufacture by way of consultancy, apprising Managers regarding Techno Economic aspect of proposals received by the Branch from Enterpreneurs.

अधिकारी के हस्ताक्षर
SIGNATURE OF THE OFFICER

दिनांक DATE

परिचालन संबंधी कार्यकलापों से भिन्न प्रमुख उत्तरदायित्वपूर्ण कार्य
KEY RESPONSIBILITY AREAS FOR NON OPERATIONAL ASSIGNMENTS
(मूल्यांकनकर्ता द्वारा / by appraiser))

अधिकारी का नाम Name of the Officer : _____

प्रमुख उत्तरदायित्वपूर्ण कार्यों में अन्य बातों के साथ - साथ मूल्यांकिती अधिकारी को सौंपे गए प्राथमिक कार्य भी शामिल होंगे ।
Key Responsibility Areas will interalia include the primary responsibilities assigned to the appraisee.

प्रमुख उत्तरदायित्वपूर्ण कार्य   मूल्यांकनकर्ता की टिप्पणी
(कार्यों लक्ष्यों का विवरण)
Key Responsibility Areas   Comments of appraiser
(Description of tesks/goals)

1. उस कार्य का ज्ञान जिसके लिए उसकी नियुक्ति की गई है ।
   Job knowledge of the work for which he is appointed.

2. शाखा अंचल स्तर पर पांचालन संबंधी कार्यों से सम्बद्ध अधिकारियों
   को अपनी विशेषता में संबंधित दी गयी सहायता तथा मार्गदर्शन
   Support and guidance given to operational functionaries
   at Branch/Regionals/Zonal Office on specialised areas.

3. सामान्य बैंकिंग का ज्ञान
   Knowledge of general banking.

4. ऋण आवेदन-पत्रों पर कार्रवाई (गुणवत्ता, मात्रा तथा लिए गए
   समय के आधार पर)
   Loan applications processed (take into account quality,
   quantity and time taken)

5. अ.   अनुवर्ती कार्रवाई तथा वसूली के लिए किए गए उपाय
   A   Follow-up and recovery measures taken.

   आ.   वसूली बजट संबंधी उपलब्धि
   B   Achievement in relation to budgets of recovery.

6. दिया गया परामर्श
   Consultancy provided.

7. संबंधित एजेन्सियों के साथ सम्पर्क बनाने के लिए किए गए प्रयास
   Efforts put forth towards liaison with relevant agencies.

8. कार्य-निष्पादन के अन्य प्रमुख क्षेत्र, यदि कोई हों
8. Other key areas of performance, if any.

कुल अंक (50)	उत्कृष्ट (41 - 50)	अच्छा (31 - 40)	औसत (20 - 30)	औसत से नीचे (20 से कम)
Total Marks (50)	Outstanding (41 - 50)	Good (31 - 40)	Average (20 - 30)	Below Average (Below 20)

प्रबंधकीय आयाम

MANAGERIAL DIMENSIONS

(परिचालन/परिचालन से भिन्न कार्यों के संबंध में)

(For operational / non-operational assignments)

(मूल्यांकनकर्ता द्वारा)/(by appraiser)

अधिकारी का नाम Name of the Officer : _____

1. कार्य-ज्ञान
   Job knowledge

2. नेतृत्व क्षमता
   Leadership

3. निर्णय क्षमता
   Decision Making

4. प्रशासनिक निपुणता
   Administrative Skill

5. जनसंपर्क/विपणन कौशल
   Public Relations/Marketing Skills

6. सत्यनिष्ठा एवं ईमानदारी
   Integrity and Honesty

अवधारणात्मक प्रतिभा, दृष्टि का खुलापन, भावात्मक संयम, संस्था के लक्ष्यों के प्रति दायित्व-बोध, उत्तरदायित्व वहन करने की तत्परता, सृजनात्मकता एवं नवोन्मेषिता, संप्रेषण-कौशल पर टिप्पणी।
Comments on Conceptual abilities, Flexibility of mind, Emotional strength, Responsiveness to corporate concerns, Wilingness to assume Responsibilities, Creativity & Innovativeness and Communication Skills.

कुल अंक (40)	उत्कृष्ट (32 - 40)	अच्छा (24 - 31)	औसत (15 - 23)	औसत से नीचे (15 से कम)
Total Marks (40)	Outstanding (32 - 40)	Good (24 - 31)	Average (15 - 23)	Below Average (Below 15)
	☐	☐	☐	☐

कार्यनिष्पादन का समग्र मूल्यांकन
OVERALL ASSESSMENT OF PERFORMANCE

री का नाम Name of the Officer : _____

	(कुल 100 अंक)	मूल्यांकनकर्ता द्वारा	समीक्षा-प्राधिकारी द्वारा
परिचालन से भिन्न कार्यों के संबंध में (कृपया उपयुक्त कॉलमों में अंक दें) For Non-Operational Assignment (Give marks in the appropriate columns.)	(Total 100 Marks)	By Appraiser	By Reviewing Authority
प्रमुख उत्तरदायित्वपूर्ण कार्य Key Responsibility Areas	50 अंक 50 Marks	☐	☐
प्रवंधकीय आयाम Managerial Dimensions	40 अंक 40 Marks	☐	☐
उत्कृष्ट कार्यनिष्पादन Outstanding Performance	10 अंक 10 Marks	☐	☐
कुल TOTAL		☐	☐

उपयुक्त कॉलम के सामने (✓) का निशान लगाएं
Tick mark (✓) against the appropriate column

		मूल्यांकनकर्ता द्वारा	समीक्षा-प्राधिकारी द्वारा
अ. A.	उत्कृष्ट (80 - 100) Outstanding (80-100)	☐	☐
आ. B.	अच्छा (60 - 79) Good (60 - 79)	☐	☐
इ. C.	औसत (40 - 59) Average (40 - 59)	☐	☐
ई. D.	औसत से नीचे (40 से कम) Below Average (Below 40)	☐	☐

| | मूल्यांकनकर्ता
की टिप्पणी
Comments of
Appraiser | समीक्षा-प्राधिकारा
की टिप्पणी
Comments of
Reviewing
Authority* |

प्र.   सामर्थ्य
A.   Potentiality

आ.   तैनाती संबंधी सुझाव
B.   Placement Suggestions

इ.   प्रशिक्षण-आवश्यकताएं
C.   Training needs

ई.   स्व-मूल्यांकन पर टिप्पणी
D.   Comments on Self Appraisal

मूल्यांकनकर्ता प्राधिकारी के हस्ताक्षर :
Signature of the Appraising Authority

नाम Name

पदनाम Designation

स्थान Place

तारीख Date

समीक्षा प्राधिकारी की टिप्पणी
(रिपोर्ट-प्राधिकारी की टिप्पणी से असहमत होने पर असहमति के कारण बताएं)
REMARKS OF REVIEWING AUTHORITY
(Areas of disagreement with Reporting Authority to be specifically commented upon)

समीक्षा-प्राधिकारी के हस्ताक्षर :
Signature of the Reviewing Authority :

नाम Name

पदनाम Designation

स्थान Place

तारीख Date

(मूल्यांकनकर्ता की टिप्पणी में असहमत होने पर असहमति के कारण बताएं)
* Areas of disagreement with Appraiser to be specifically commented upon.

ANNEXURE 4

List of Figures and Tables